

Headquarters  
Eighth Army  
Unit #15236  
APO AP 96205-5236

Army in Korea  
Regulation 350-1

15 January 2013

## Training

### EIGHTH ARMY TRAINING AND LEADER DEVELOPMENT

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**\*This regulation supersedes AK Regulation 350-1, dated 12 April 2006.**

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FOR THE COMMANDER:

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**Summary.** This regulation prescribes training policy for Eighth Army and is used in conjunction with Army Regulation 350-1 and USARPAC 350-1.

**Summary of Change.** This is a complete revision of the previous edition of this regulation.

**Applicability.** This regulation applies to all Eighth Army Major Subordinate Commands (MSCs), assigned units, and other activities under operational or administrative control of Eighth Army. It also applies to units deploying to the Korean to conduct training in support of Eighth Army.

**Supplementation.** Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited unless prior approval is obtained from HQ Eighth Army, Assistant Chief of Staff (ACS), G3, (EAGC-TD-O), Unit #15236, APO AP 96205-5236.

**Forms.** Army in Korea (AK) forms are available at <http://8tharmy.korea.army.mil/>.

**Records Management.** Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information System website at <https://www.arims.army.mil>.

**Suggested Improvements.** The proponent of this regulation is Eighth Army G3 (EAGC-TD-O). Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to HQ, Eighth Army ACS G37 (EAGC-TD-O), Unit #15236, APO AP 96205-5236.

**Distribution.** Electronic Media Only (EMO).

## **FOREWORD**

The purpose of this document is to provide an overview of the Eighth Army's training and leader development programs and policies. US Forces in Korea have a unique position within the Army as the only force that has consistently sustained Unified Land Operations (ULO) during the Global War on Terror. Our Army's experience in Operations Iraqi Freedom and Enduring Freedom has shown us the changing face of armed conflict. Eighth Army training incorporates relevant lessons learned from our recent conflicts. Leaders must ensure that the foundation of Home Station Training for individual, leader, and collective level proficiency remains solid. Eighth Army's training strategy blends Live, Virtual, Constructive, and Gaming training (LVCG) environments. Virtual and Constructive simulations support the achievement and sustainment of Mission Command proficiency, while live training serves to validate collective level proficiency. Eighth Army is a theater committed Deployed Expeditionary Force (DEF) and is always in the available pool of the ARFORGEN model. We must always remain postured to "Fight Tonight" in support of our alliance to defend the Republic of Korea.

**JOHN D. JOHNSON**  
**Lieutenant General, USA**  
**Commanding**

## **CONTENTS**

### **Chapter 1**

#### **Training Overview, *page 1***

##### **Section I**

###### **Introduction**

- 1-1. Purpose
- 1-2. References
- 1-3. Explanation of Abbreviations

##### **Section II**

###### **Mission, Force Generation, Goals, and Objectives**

- 1-4. Mission
- 1-5. Vision
- 1-6. Goals
- 1-7. Objectives
- 1-8. Eighth Army Task Organization
- 1-9. Mission Essential Task List (METL)
- 1-10. Army Force Generation (ARFORGEN)
- 1-11. Unified Land Operations

### **Chapter 2**

#### **Responsibilities, *page 5***

##### **Section I**

###### **The Roles Provided in Eighth Army Headquarters for Training**

- 2-1. Commanding General (CG), Eighth Army
- 2-2. Deputy Commanding General (DCG) (Operations), Eighth Army
- 2-3. Chief of Staff (COS), Eighth Army
- 2-4. Eighth Army Assistant Chief of Staff (ACS) G1
- 2-5. Eighth Army ACS G2
- 2-6. Eighth Army ACS G3/5/7/9
- 2-7. Eighth Army ACS G4
- 2-8. Eighth Army ACS Engineer
- 2-9. Eighth Army ACS G6
- 2-10. Eighth Army ACS G8
- 2-11. Eighth Army Chaplain
- 2-12. Eighth Army Inspector General (IG)
- 2-13. Eighth Army Staff Judge Advocate (SJA)
- 2-14. Eighth Army Command Safety Office
- 2-15. Command Sergeant Major (CSM), Eighth Army
- 2-16. Commanders of Eighth Army Major Subordinate Commands (MSCs)
- 2-17. Commanders of United States Army Garrisons

## **CONTENTS (Cont')**

### **Section II**

#### **The Role of Leadership**

- 2-18. General
- 2-19. Commanders
- 2-20. Staffs
- 2-21. Commissioned Officers
- 2-22. Noncommissioned Officers (NCO)
- 2-23. Military Education
- 2-24. Safety

### **Chapter 3**

#### **Eighth Army Training in Units and Organizations, *page 13***

### **Section I**

#### **Introduction**

- 3-1. Training Philosophy
- 3-2. Eighth Army Training Responsibilities
- 3-3. Training Overview
- 3-4. Training Strategy

### **Section II**

#### **Training and Leader Development Management**

- 3-5. Master Activities Calendar (MAC)
- 3-6. Korean Cultural Considerations
- 3-7. Active Duty Weekend and Holiday Training
- 3-8. Composite Risk Management (CRM)
- 3-9. Digital Training Management System (DTMS)
- 3-10. Training Integration Working Group (TIWG)
- 3-11. Training Meetings
- 3-12. Monthly Training Resource Synchronization and Quarterly G3/S3 Training Meetings
- 3-13. Training and Leader Development Brief (TLDB)

### **Section III**

#### **Eighth Army Collective Training Programs**

- 3-14. Background
- 3-15. Culminating Training Exercise Program (CTE)
- 3-16. Mission Command Exercises
- 3-17. Theater Exercises Overview
- 3-18. Focused Passage (FP)
- 3-19. Yama Sakura (YS)
- 3-20. Key Resolve (KR)
- 3-21. Foal Eagle (FE)
- 3-22. Cobra Gold (CG)
- 3-23. Courageous Channel (CC)
- 3-24. Summer Breeze
- 3-25. Ulchi-Freedom Guardian (UFG)
- 3-26. Emergency Deployment Readiness Exercise

## **CONTENTS (Cont')**

### **Section IV**

#### **Military Training Programs**

- 3-27. Overview
- 3-28. Common Military Training
- 3-29. Physical Readiness Training (PRT)
- 3-30. "Eighth Army 8"
- 3-31. Weapons Training
- 3-32. Situational Training Exercises (STX)
- 3-33. Live Fire Exercises
- 3-34. Sergeant's Time Training (STT)
- 3-35. Warrior Tasks and Drills
- 3-36. Personnel Recovery, Code of Conduct, and Survival, Evasion, Resistance, and Escape (SERE) Training
- 3-37. Law of War Training
- 3-38. Driver's Training
- 3-39. Chemical, Biological, Radiation, and Nuclear (CBRN) Training
- 3-40. Combat Life Saver (CLS)
- 3-41. Anti-Terrorism (AT) Training
- 3-42. Mine/Explosive Ordnance Awareness Training
- 3-43. Counter Improvised Explosive Device (CIED) Training
- 3-44. Emergency Essential Civilians and Mission Essential Civilians (EEC/MEC)
- 3-45. Annual Ethics and Acquisition Ethics Training
- 3-46. Comprehensive Soldier Fitness (CSF) and Resilience Training
- 3-47. Master Resilience Trainers
- 3-48. Water Survival Training Center
- 3-49. Expert Infantryman Badge (EIB) Training
- 3-50. Expert Field Medical Badge (EFMB) Training
- 3-51. Eighth Army Best Warrior Competition
- 3-52. Eighth Army Best Medic Competition

### **Section V**

#### **Leadership Development**

- 3-53. Purpose
- 3-54. Officer Professional Development (OPD)
- 3-55. Noncommissioned Officer Development Program (NCODP)
- 3-56. Vehicle Commander/Convoy Commander Certification Program
- 3-57. Master Driver Training
- 3-58. Cadet Troop Leadership Training (CTLT)
- 3-59. Company Commander/First Sergeant Course
- 3-60. Warrior Leader Course (WLC)
- 3-61. Advance Leaders Course Common Core (ALC-CC (DL))
- 3-62. Senior Leaders Course (SLC)
- 3-63. Battle Staff Noncommissioned Officer Course (BSNCOC)
- 3-64. Commander's Safety Course (CSC)
- 3-65. Additional Duty Safety Course (ADSC)
- 3-66. Military Occupational Series Individual Training (MOSIT) Contract Courses
- 3-67. Mobile Training Team (MTT) Courses

## **CONTENTS (Cont')**

### **Chapter 4**

#### **Civilian Training, *page 56***

- 4-1. Overview
- 4-2. Civilian Leader Development Goals
- 4-3. Types of Training
- 4-4. Individual Development Plan (IDP)
- 4-5. Training Management and Requirements Systems
- 4-6. Use of Standard Form (SF) 182
- 4-7. Civilian Education System (CES)

### **Chapter 5**

#### **KATUSA Soldier Training, *page 63***

- 5-1. Purpose
- 5-2. Scope
- 5-3. Policy
- 5-4. Responsibilities
- 5-5. ROK Law and ROKA Directed Training
- 5-6. Eighth Army Training Requirements
- 5-7. KATUSA Soldier ROKA ETS Training

### **Chapter 6**

#### **Training Resource Management, *page 68***

##### **Section I**

##### **Ranges and Ammunition**

- 6-1. Introduction
- 6-2. Training Ranges and Areas
- 6-3. Ammunition

##### **Section II**

##### **Eighth Army Training Support and Assistance**

- 6-4. Introduction
- 6-5. Training Support Activity Korea (TSAK)
- 6-6. Training Publications
- 6-7. Training Aids, Devices, Simulators, and Simulations (TADSS)
- 6-8. Unit Learning Centers
- 6-9. Digital Training Management System (DTMS)

##### **Section III**

##### **Army Modernization Training (AMT) New Equipment Training (NET)**

- 6-10. Policies and Procedures
- 6-11. New Equipment Training Objective
- 6-12. Role of The Net Manager (NM)
- 6-13. New Equipment Training Policy
- 6-14. Sustainment Training
- 6-15. Training Strategy

## **CONTENTS (Cont')**

### **Appendixes, *page 78***

- A. References
- B. Culminating Training Event (CTE) Program
- C. Physical Readiness Training
- D. Modern Army Combatives
- E. Chemical, Biological, Radiation, and Nuclear Training
- F. Combat Life Saver (CLS)
- G. Professional Development in Eighth Army
- H. Master Driver Program
- I. Comprehensive Soldier Fitness and Resiliency Training
- J. Mandatory Training Requirements

### **Table List**

- Table 3-1. Apportioned Forces/RAB Training, *page 16*
- Table 3-2. Theater Exercise Objectives, *page 23*
- Table 3-3. PVET Allocation, *page 26*
- Table 3-4. Eighth Army-Directed Training Tasks, *page 30*
- Table 3-5. Individual Assigned Weapons Qualifications Standards and Frequencies, *page 33*
- Table 3-6. Major Systems Gunnery Qualification Requirements, *page 37*
- Table 3-7. Collective Training Matrix, *page 38*
- Table 3-8. EEC/MEC Program Requirements, *page 46*

### **Figure List**

- Figure 1-1. Eighth Army Task Organization, *page 3*
- Figure 1-2. ARFORGEN Model, *page 4*
- Figure 3-1. Eighth Army Training Responsibilities, *page 14*
- Figure 3-2. Eighth Army Tasks to Units, *page 21*
- Figure 3-3. Example Theater Training Events, *page 23*
- Figure I-1. Sample Training Plan Timeline, *page 111*
- Figure I-2. Example of Implemented Unit Resilience Program, *page 115*
- Figure I-3. Sample Annual Training Plan for Light Infantry Battalion, *page 116*
- Figure I-4. Institutional Resilience Training, *page 117*
- Figure I-5. Enlisted/NCO Resilience Training, *page 117*
- Figure I-6. Sample Command Policy Letter - CSF Program, *page 118*

### **Glossary, *page 125***



## **Chapter 1**

### **Training Overview**

#### **Section I**

##### **Introduction**

##### **1-1. Purpose**

This regulation provides guidance for managing and conducting training and leader development in Eighth Army. The Eighth Army training goals are to develop technically and tactically sound leaders that are grounded in the Army's core values and standards; disciplined and motivated Soldiers that are skilled in individual tasks and field craft; small units mastered in the basics and able to execute in all environments; combined arms units and staffs capable of conducting agile and synchronized combat operations; and Soldiers and leaders who are resilient in overcoming the hazards of conducting operations. The ultimate objective of training is to maintain a forward deployed military force that is prepared to deter war, and if deterrence fails, "Fight Tonight" and win wars with other services and combined with Republic of Korea (ROK) and United Nations (UN) forces.

##### **1-2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

##### **1-3. Explanation of Abbreviations**

Abbreviations used in this regulation are explained in the glossary.

#### **Section II**

##### **Mission, Force Generation, Goals, and Objectives**

##### **1-4. Mission**

Eighth Army, its formations, Time Phased Force Deployment Data (TPFDD) units, and Apportioned Forces (formerly known as CEF), Regionally Aligned Forces (RAF) train Operations Plan (OPLAN) and CONPLAN capabilities in a combined and joint environment at the operational and tactical levels with emphasis on mission command, combined arms maneuver, Weapons of Mass Destruction (WMD) operations, and Non-combatant Evacuation Operations (NEO) in order to sustain readiness in support of United States, regional and Alliance interests.

##### **1-5. Vision**

Eighth Army conducts mission focused training in a combined and joint environment, enabled by trained and competent leaders and supported by training resources that are programmed to meet operational requirements. Leader training is a first imperative to ensure competent, confident, and adaptive leaders able to operate effectively through friction against a hybrid threat on a complex battlefield. Our focus is execution of Unified Land Operations (ULO) and or Assigned Mission (AM) Essential Tasks. We train where we will fight and in a training environment that must reflect what we expect in war. Every event must include training to standard in Chemical, Biological, Radiation and Nuclear (CBRN) conditions—we must master this environment. We must also become more interoperable at every level with our alliance partners. The only way we get there is through routine interaction at every level.

##### **1-6. Goals**

a. Competent and confident leaders that can rapidly adapt to the complexities within a joint and combined environment.

b. Consistent execution of a disciplined training management methodology through a series of efficient and effective commander-driven processes. Leaders discipline their use of training calendars and improve synchronization of major training events among HQ and Major Subordinate Commands (MSCs).

c. Units execute a training battle rhythm that protects training time and reduces friction. Commanders provide 'white space' to battalion and company level commanders, with the freedom to learn to train and fight.

d. Leaders consistently leading by example at all times and are out front conducting professional, properly resourced training events that incorporate and produce OPLAN/CONPLAN based outcomes.

e. Disciplined and motivated Soldiers who are physically fit and emotionally resilient, able to withstand the dangers and hardships of combat.

f. Develop Soldiers and Leaders who can operate seamlessly in a joint, combined, multinational, and interagency environment in support of US strategic and theater level objectives for the Korean theater and the Pacific region.

g. Commissioned and Noncommissioned Officers who exemplify, teach, mentor, and coach the core values and standards of our Army.

h. Small units that are well grounded in basic technical/tactical collective tasks and team/crew/unit battle drills to meet and exceed live fire standards (at night and under Chemical, Biological, Radiation and Nuclear (CRBN) conditions).

i. Competent well-trained staffs that set the conditions for adaptable forces to utilize actionable intelligence and decentralized network-centric operations that provide quicker decision cycles to the commander.

## **1-7. Objectives**

a. Build and sustain unit combat readiness. This involves integrating formations into the Army Force Generation (ARFOGEN) process as support and supported commands.

b. Develop and sustain a motivated, disciplined, and physically tough force capable of accomplishing ULO missions through the ARFORGEN.

c. Exploit emerging live, virtual, and constructive simulation technologies to improve training efficiency and maximize training resources.

d. Improve training efficiency and maximize training resources.

e. Promote regional stability and security by improving our strategic alliance with Republic of Korea (ROK) forces and build better partner capacity, increase overall capabilities, and improve interoperability.

f. Use select unit training programs such as sexual harassment and assault response and prevention (SHARP), safety, diversity, equal opportunity (EO), and suicide prevention to protect the force in critical ways and increase force morale.

g. Develop, adjust, or provide resources for programs, services, training, and other initiatives to improve the quality of life for our Soldiers and their Families.

## 1-8. Eighth Army Task Organization

Task organization: The figure below shows the current Eighth Army Task Organization.

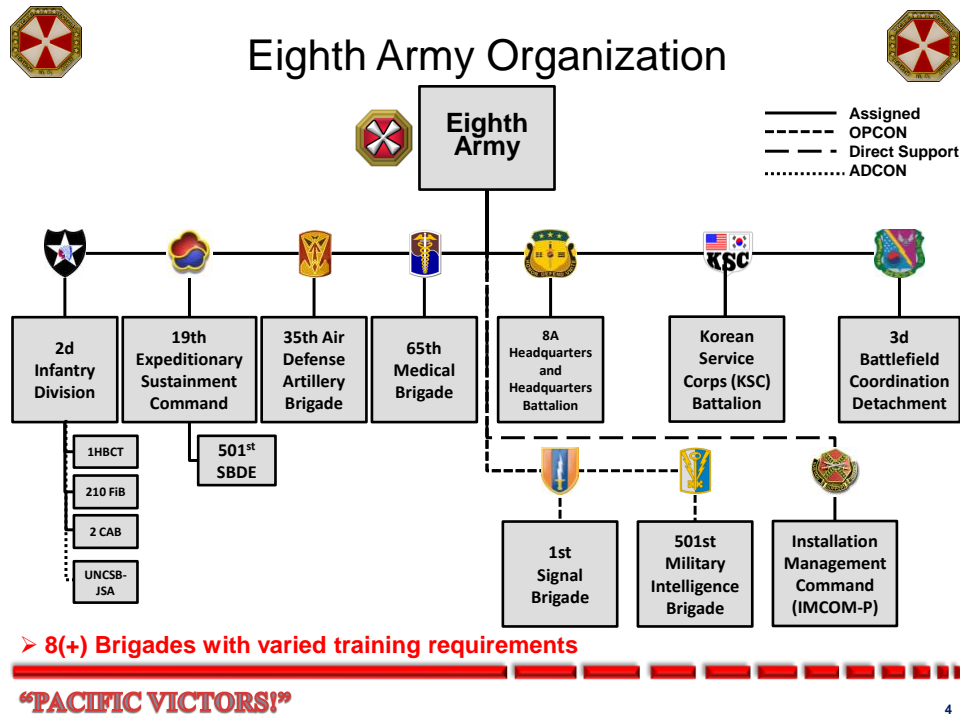


Figure 1-1. Eighth Army Task Organization

## 1-9. Mission Essential Task List (METL)

a. Battle-focused training programs are based on wartime requirements. Commanders within Eighth Army must identify tasks that are essential to accomplish their unit's wartime missions and develop a METL. METL development is discussed in great detail in Field Manual (FM) 7-0, FM 7-15, and Unit Training Management (UTM). Eighth Army MSCs will brief their METL to the Commanding General during their Training and Leader Development Brief (TLDB). If changes to a unit METL are required, MSCs must obtain approval from the Commanding General, Eighth Army, by submitting a memorandum through the Chief, G37 Training Division and the Eighth Army Chief of Staff to the CG. Once approved, MSCs will brief the changes to their METL at subsequent TLDBs. The Eighth Army METL consists of the following tasks:

- (1) OP 1 Conduct operational movement and maneuver.
- (2) SN 8.1.3 Conduct Stability Operations in Support of Stability, Security, Transition, and Reconstruction.
- (3) OP 5 Provide Operational Mission Command in a Joint and Combined TF.



advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. Eighth Army's training strategy and focus supports the Army's vision of Army Force Generation and Unified Land Operations in order to support the ROK defense.

b. In order to achieve ULO proficiency, commanders at the brigade level must apply a training strategy that links home station training logically with the Culminating Training Exercise (CTE) training program. For BCTs (Armored, Light, and Stryker), maneuver company live fire proficiency is defined as completion of Commander determined applicable gunnery tables and the conduct of a fire coordination exercise that integrates, at a minimum, engineers, mortars and artillery.

## **Chapter 2 Responsibilities**

### **Section I The Roles Provided in Eighth Army Headquarters for Training**

#### **2-1. Commanding General (CG), Eighth Army**

The *CG, Eighth Army*, establishes the strategy, themes, standards, and the intent for training for the Eighth Army.

#### **2-2. Deputy Commanding General (DCG) (Operations), Eighth Army**

The *DCG, Eighth Army* assists the CG, Eighth Army by coordinating actions among the Eighth Army Staff and all assigned units.

#### **2-3. Chief of Staff (COS), Eighth Army**

The *COS, Eighth Army* is responsible for directing and coordinating actions amongst the Eighth Army's staff **IOT** provide oversight for acquisition of supplies, services, construction, and force modernization programs. The COS serves as the principle coordinator of logistical support, construction, repair and maintenance, troop and family planning, resource management and readiness for Eighth Army.

#### **2-4. Eighth Army Assistant Chief of Staff (ACS) G1**

The *Eighth Army ACS G1* advises the Eighth Army command group, HQ, Eighth Army Staff principle, and Eighth Army commanders on military personnel policy and management, diversity, employment programs, equal opportunity, occupational health, sexual harassment and assault response and prevention, and quality of life. This also includes suicide prevention, family readiness, theater financial policy, theater postal policy, theater morale, welfare, and recreation, and warfighting and contingency plans.

#### **2-5. Eighth Army ACS G2**

*The Eighth Army ACS G2* is responsible for;

a. Monitors intelligence training in all units to ensure compliance with doctrine and safety guidance, as well as understanding and competency.

b. Is the proponent for policy and guidance on foreign-language training through the Defense Foreign Language Program and the Army Foreign Language Program.

c. Recognize and report incidents and indicators of attempted or actual espionage, subversion, sabotage, terrorism, or extremist activities directed against the Army and its personnel, facilities, resources, and activities.

d. Intelligence training programs.

e. OPSEC program.

f. Improve Military Intelligence wartime readiness across all intelligence disciplines and enable “reach forward” opportunities to gain contact with the enemy before deployment from home station.

g. Geospatial information and services (GI&S) support to the Assistant Deputy Chief of Staff, G3 training, for Integrated Training Area Management (ITAM).

## **2-6. Eighth Army ACS G3/5/7/9**

a. *The Eighth Army ACS G3* has general staff responsibility for planning, directing, and supervising the training of;

(1) Eighth Army Units.

(2) Units based in CONUS that are conducting overseas support mission (OMS).

b. The *Chief, G3 Aviation*, is the Eighth Army executive agent for aviation training and the proponent for policy and guidance on aviation collective training.

c. The *Chief, G35 Future Operations* assists G37 with developing the Eighth Army METL and supporting tasks; Develops and maintains Eighth Army Command Plan, operates force generation of all force structure, manages Force Modernization, and reviews and coordinates subordinate unit plans.

d. The *Chief, G33 Current Operations*, develops and coordinates controls the execution of Eighth Army operations. Current Operations also assists with the coordination of United Nation Command (UNC), Combined Forces Command (CFC), and United States Forces Korea (USFK) plans and orders.

e. The *Chief, G37 Training and Exercise*, develops, implements and manages training policy, plans and support for Eighth Army. TREX also;

(1) Manages, synchronizes, and executes the Eighth Army Training Program and manages the integration of Live, Virtual, and Constructive (LVC) training systems.

(2) Manages the Korean Augmentation to the United States Army (KATUSA) program.

(3) Manages operational control of the training Support Activity Korea (TSAK), the Eighth Army NCO Academy, and the KATUSA Training Academy.

f. The *Chief, G3 Fires* is the proponent for fires related training, plans and support for all Directorates and MSCs across Korea. In addition to this, Eighth Army OFD also provides;

(1) Monthly Digital Sustainment Training for Fire Support Elements on the peninsula. OFD is the manager for fires related Army Battlefield Control System updates which include AFATDS and JADOCS.

(2) The Eighth Army Electronic Warfare Section is responsible for oversight of all EW training across Korea. Some training may be executed by Mobile Training Teams (MTT). The Eighth Army Electronic Warfare Section is responsible to ensure all EW positions down to Brigade level are manned with EW school trained personnel. This manning includes Electronic Warfare Officer (FA-29), Electronic Warfare Warrant Officer (290A), and Electronic Warfare Noncommissioned Officer (29E). Training includes the following functional areas;

- (a) CREW System Training.
- (b) EW analysis of Improvised Explosive Device (IED) Strikes.
- (c) EW Target Management.
- (d) EW Threat Environment Analysis.
- (e) Technical and Tactical employment of Joint EW Systems.
- (f) Development of the EW Staff Estimate.
- (g) Use of electromagnetic energy to determine, exploit, reduce, or prevent hostile use of the electromagnetic spectrum.
- (h) EW Spectrum Deconfliction.
- (i) Use of EW involving ISR Platforms.
- (j) Use of Electronic Protection Assets.
- (k) Use of EW in the Anti-Terrorism Officer (ATO) and CAOC Procedures involving EW.
- (l) Requesting EW Assets in the (Korean Theater of Operations (KTO)).
- (m) EW in the MDMP process.
- (n) EW CONOP development.

(3) Serves as the OPR for Monthly Target Effects Working Groups to ensure targets are nominated correctly and relevant to Eighth Army's evolving mission.

g. *The Chief, G5 Strategy & Plans*, focuses on both strategy and plans, and the Directorate is broken down accordingly into two branches. The G5 Strategy branch focuses on long term objectives, integrating campaign planning, assessment, transformation, strategic communication, and support to Commander's Initiative Group efforts. The G5 Plans branch focuses on near term planning, synching with CFC/USFK planning efforts, coordinating with USARPAC for OPLAN and CONPLAN development, and NEO and CJTF development. The Plans branch also supports TFDD management and staff support to CJTF and ARFOR headquarters.

h. *The Chief, G34 Protection* is a multifunctional directorate consisting of: CBRN, EOD, Antiterrorism, and the Provost Marshal sections. Officer Professional Development (OPD)'s mission is to conduct continuous Risk Assessments to identify Operational Protection (OP) issues and coordinates actions among functional members, other staff directorates, and the ROK 2nd Operational Command. OPD has primary staff responsibility for development of training policy on matters pertaining to;

- (1) Crime Prevention.
- (2) Physical Security.
- (3) Civil disturbances.
- (4) Detainee Operations.
- (5) Antiterrorism.
- (6) CBRN Defense.
- (7) Counter IED Operations.

#### **2-7. Eighth Army, ACS G4**

The *Eighth Army ACS G4* provides logistics plans, policy, and procedures to meet theater Army needs in times of peace, crisis, stability operations, and war. It also provides staff supervision and management of logistics, plans, policies and procedures.

#### **2-8. Eighth Army, ACS Engineer**

The *Eighth Army, ACS Engineer*, is responsible for;

- a. Monitors the overall training programs of engineer units to ensure compliance with current doctrine, policy, and guidance.
- b. Oversees the US Army troop construction programs and provides construction-management assistance.
- c. Provides facilities acquisition, and coordinate facilities construction, management, and maintenance projects with IMCOM-P.
- d. Coordinates for design and project management for ranges and facilities projects with IMCOM-P.
- e. Provides environmental protection oversight and policy for exercise involving vehicle maintenance refueling and hazardous material (HAZMAT) operations on the land not under full-time US Army control and accountability.
- f. Provides technical advice for the training area and training facility encroachment matters.

#### **2-9. Eighth Army, ACS G6**

The *ACS G6, Eighth Army* is responsible for;

- a. Monitoring the training of signal units, data processing units, and computer technicians to ensure compliance with doctrine, policy, and guidance.



b. Develops information architecture, doctrine, and interoperability standards to achieve information superiority in support of joint and combined warfighting forces.

c. Is the proponent of the Eighth Army Information Systems User Test and Certification Program.

#### **2-10. Eighth Army ACS G8**

The *Eighth Army ACS G8* oversees the efficient and effective management of Eighth Army resources. They also provide guidance and policy to Eighth Army MSCs to ensure that resources are used in a way that is consistent with command standards, good business, practices, and external controls while maintaining the capability to meet unexpected demands. In addition, the G8 establishes and maintains administrative control over the commitment, obligation, and expenditure of the Army appropriated funds available to support Eighth Army.

#### **2-11. Eighth Army Chaplain**

The *Eighth Army Chaplain* plans, assesses, conducts, monitors, and supports the training of chaplains and chaplain assistants.

#### **2-12. Eighth Army Inspector General (IG)**

The *Eighth Army Inspector General* determines the state of morale, efficiency, economy, discipline, training and readiness of the command.

#### **2-13. Eighth Army Staff Judge Advocate (SJA)**

The *Eighth Army Staff Judge Advocate (SJA)* is responsible for;

a. Develops and administers professional legal-training requirements for judge advocates, civilian attorneys, enlisted and civilian paralegals, and others performing legal duties.

b. Advises commanders and staff during training and the development of training-support products. This includes training programs in the following;

(1) The Code of Conduct.

(2) Command climate (equal opportunity, fraternization, sexual harassment and assault response and prevention, and victim/witness assistance).

(3) The Law of War.

(4) Standards of conduct in armed conflict.

(5) Other subjects on request or when required by law, regulation, or policy.

c. Coordinates ethics training for contracting officers for personnel required to file Standard Form (SF) 278 or U.S Office of Government Ethics (OGE) Form 450, and provides ethics training and ethics-counselor support for Eighth Army Soldiers and civilians.

#### **2-14. Eighth Army Command Safety Office**

The *Eighth Army Command Safety Office* has primary responsibility for development of training policy on matters pertaining to;

a. Eighth Army Safety Program.

- b. Risk Assessment and Risk Management Training.

#### **2-15. Command Sergeant Major (CSM), Eighth Army**

The *Command Sergeant Major (CSM), Eighth Army* advises the CG, Eighth Army on policy pertaining to individual and small unit training. The CSM also assesses the state of individual and small-unit training in Eighth Army. The CSM will report assessments to appropriate Eighth Army leaders.

#### **2-16. Commanders of Eighth Army Major Subordinate Commands (MSCs)**

Commanders of Eighth Army MSCs will;

- a. Publish METL-based training strategies and training requirements for their subordinate units. Platoon through Battalion annual training plans will be based on the Combined Arms Training Strategies (CATS) developed by Training and Doctrine Command (TRADOC).

- b. Provide an overview of METL assessments, training status, training strategy, and training programs twice a year to the CG, Eighth Army through the Eighth Army TREX.

- c. In accordance with (IAW) FM7-0 publish or update each year as necessary, command training guidance or directives as well as the major events calendar for subordinate units.

- d. Publish timely and detailed information on training events so that subordinate units can “lock in” their training plans within the specified time. Commanders will also plan for, coordinate, allocate, and protect resources to implement training plans; create challenging conditions for training, and protect subordinate units from unprogrammed taskings and other training distracters.

#### **2-17. Commanders of United States Army Garrisons**

United States Army Garrison (USAG) Commanders will;

- a. Develop METL-based training plans, training plans should be flexible enough to quickly adapt to unexpected operational requirements. Emphasis must be placed on Force-protection training requirements in coordination with senior mission commanders (SMCs) and tenant units.

- b. Provide sustainment, restoration, and maintenance of training support real property using funds allocated to garrisons by Department of the Army (DA) for that purpose.

- c. Take proactive measures to prevent and respond to encroachment into training areas and ranges in their garrison AOR.

- d. Includes the local, regional mission support element, regional training support center, and training support center chiefs as voting members of their real property planning boards.

- e. Allocate sufficient space and real property in their master plan to execute required home station and training support as outlined in this regulation.

- f. Ensure that training and training support real property is listed on the annual installation status report submission.

## **Section II**

### **The Role of Leadership**

#### **2-18. General**

- a. Training Soldiers and units to “Fight Tonight” and win is the number one priority in Eighth Army.
- b. FM 6-22 defines the role of leadership as “Influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization.” Leaders must lead, develop and achieve.
- c. Senior commanders will--
  - (1) Serve as the chief trainers within their organization.
  - (2) Create the conditions for training success.
  - (3) Minimize training distracters.

#### **2-19. Commanders**

*Commanders will--*

- a. Develop a METL.
- b. Serve as the chief trainers within their units.
- c. Determine and implement a training program to prepare a unit for success in wartime (train to CATS standards).
- d. Plan training events and activities.
- e. Ensure training resources are available.
- f. Evaluate soldier and unit proficiency, training, and training management.
- g. Require training to be repeated if it is not to standard.
- h. Integrate leader and individual training requirements into collective training events using multi-echelon techniques.

#### **2-20. Staffs**

Staffs will assist commanders in managing unit training and other programs to ensure they are mutually supporting. Other programs must be managed effectively so they do not disrupt the training program or use resources allocated for training.

#### **2-21. Commissioned Officers**

*Commissioned officers will--*

- a. Ensure that training occurs IAW training plans.
- b. Be primarily responsible for all collective training.

## **2-22. Noncommissioned Officers (NCO)**

NCOs are primarily responsible for individual training and provide the basis for collective training and developing mission proficiency.

## **2-23. Military Education**

Commanders will ensure that--

a. Qualified Soldiers should program themselves for U.S. Army TRADOC schools when they return to the continental US. IAW AR 614-200, Commanders who are OCONUS will select Soldiers to attend Army service schools during the term of service in their command only when qualified Soldiers are not available through normal replacement channels. Selectees will attend the school in a TDY status. On completion of the course they will be returned to the OCONUS command. Temporary duty attendance at NCOES courses and return to the OCONUS command is authorized provided the Soldier will have at least 6 months remaining to serve in the OCONUS command after completing the course. Soldiers desiring to attend TRADOC or other service schools en route to their next duty station should submit requests through normal personnel channels.

b. Eighth Army has limited quotas for any service schools because of the short tour length. Quotas for Eighth Army personnel are managed by Human Resources Command (HRC) and are normally for schools temporary duty (TDY) en route to the next duty station. HRC will consider requests from Eighth Army Soldiers for attendance at service schools in a TDY and return status if it is a readiness issue or if the Soldier has extended his/her tour in Korea under the Assignment Incentive Program (AIP). Soldiers enrolled in AIP have priority. Commanders should coordinate with local strength managers to ensure those positions requiring a skill qualification identifier (SQI), additional skill identifier (ASI), language code, and any other requirements such as security clearance, gender, and special instructions are identified in the Requisition Modification function in the Enlisted Distribution Assignment System (EDAS) during the personnel requisition process.

c. Units with valid personnel readiness issues should submit requests for ASI, SQI, etc. producing formal schools to HRC through normal personnel channels. Soldiers cannot attend any formal school without a reserved seat in the Army Training Requirements and Resources System (ATRRS). For Eighth Army Soldiers, seats are reserved and entered in ATRRS by HRC. If the school is funded by the Military Training Specific Allotment (MTSA), the unit does not pay for travel and per diem costs. If the school is not MTSA funded, the unit funds all travel and per diem costs.

d. Commanders will ensure that Soldiers scheduled for any military school meet the course prerequisites by verifying the soldier's pre-execution checklist mandated by TRADOC Regulation 351-18. The unit commander's signature on the pre-execution checklist will suffice as certification that the soldier meets all course prerequisites in accordance with all requirements of the course as listed in DA Pamphlet (Pam) 351-4 (U.S. Army Formal Schools Catalogue), the ATRRS prerequisite screen, and AR 611-201 for military occupational skill qualification (MOSQ) courses. Soldiers must have a correctly completed pre-execution checklist signed by their unit commander to enroll in an Army school.

e. Commanders will ensure that all Soldiers who are eligible and qualified are scheduled to attend the Warrior Leader Course (WLC) conducted by the Eighth Army Wightman NCO Academy at Camp Jackson. See section 3-60 for prerequisites.

f. Soldiers on one-year tours will normally be scheduled for Advanced Leader Course (ALC) and Senior Leader Course (SLC) attendance in a TDY enroute status to their next duty station, however, some Soldiers may have to wait until they get to their next duty station because of class

start date scheduling conflicts. If the school location is the soldier's next duty station, he or she will not be TDY. All ALC and SLC scheduling is done by career branch assignment managers and is entered into ATRRS by the HRC noncommissioned officer education system (NCOES) Section. Soldiers with scheduling problems and questions should consult their respective career branch. ALC, Phase I, Common Core will be instructed via video teleconference (VTC) as required in theater.

g. Soldiers in Korea will not be scheduled for ALC or SLC in a TDY and return unless status they are either on a two-year tour, enrolled in the Assignment Incentive Program, or a one-year foreign service tour extension. In either case, Soldiers must have 6 months remaining in the command upon graduation from the NCOES course to attend in a TDY and return status. Commanders discovering Soldiers scheduled for ALC or SLC who do not meet the aforementioned requirements should contact that Soldier's career branch assignment managers for assistance.

## **2-24. Safety**

A well trained unit is a safe unit. Safety begins with disciplined individuals knowing their job and ends with tactical and technical standards. Leadership ensures that the job is always accomplished to standard. Leaders at all levels will ensure that safety requirements are integral aspects of planning, executing, and evaluating training and not added considerations. Although battlefield conditions must be achieved in training, leaders will not take unnecessary risks with Soldier's safety. Leaders will not permit Soldiers to operate equipment in an unsafe manner at any time. Seasonal weather conditions must also be considered when planning training. Winter conditions in Korea can be extremely cold and will impact training. The summer monsoon season lasts from approximately 15 July to 15 August and also impacts training severely. Be cognizant of seasonal training effects when analyzing risk. Current weather conditions throughout the KTO can be found on the 17th Operational Weather Squadron (OWS) Website at <https://17ows.hickam.af.mil>. The 17th OWS can also be contacted by phone at Defense Switched Network (DSN) (315)449-8333.

## **Chapter 3**

### **Eighth Army Training in Units and Organizations**

#### **Section I**

#### **Introduction**

### **3-1. Training Philosophy**

As our Army transforms, it becomes increasingly important to develop leaders at the company, platoon and squad level. We will demand these junior leaders to progress from situational awareness to situational understanding to situation dominance. This is graduate level work and we will require it at the undergraduate level. Despite the apparent incongruence in expectation and experience, our leaders will meet the challenge and see first, understand first, act first and finish decisively. This concept is not just a goal of the future force; it is at the heart of our operations today. Each leader and unit has the Common Operating Picture (COP), the situational understanding of our friendly and enemy forces, and acts in consonance with the overall commander's intent without waiting for orders. Decentralized operations require decentralized decision making, with leaders empowering their junior leaders and Soldiers to see opportunities and take the initiative.

### 3-2. Eighth Army Training Responsibilities

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Eighth Army  
*Trains MSCs and certifies major subordinate Commanders and staffs, certifies Brigade Commanders and staffs, Battalion Commanders and staffs*  
Training and certification resources: UFG, FTX, CIP, OPD/NCOPD, Summer Breeze, Winter Breeze, Key Resolve, MCTP, BN CTEs.

*Major Subordinate Commands (MSC)*  
*Trains Battalion Commanders and staffs; Certifies Company Commanders*  
Training and certification resources: UFG, FTX, CIP, OPD/NCOP

*Battalion Level*  
*Trains Company Commanders; Certifies Platoon Leaders*  
Training and certification resources: FTX, CIP, Table XII LFX, OPD/NCOPD

*Company Level*  
*Trains Platoons; Certifies Squads, Sections, Teams, Crews, Individuals*  
Training and Certification Resources: Battle Drills, Army Warrior Training, Table I-VIII LFX, Company FTX Convoy LFX.

Officers are collective unit trainers. NCOs train individuals.

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**Figure 3-1. Eighth Army Training Responsibilities**

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### 3-3. Training Overview

a. *Warfighting Functions Synchronization Training.* Brigade commanders synchronize the warfighting functions to achieve synergy of effort during operations. They must achieve the same effect in training. Brigade Commanders provide the mission, intent, and concept for each brigade training event. They ensure that Maneuver, Functional, and Multi-functional Commanders coordinate early to allow all members of the brigade to properly prepare for the training event. Brigade commanders then ensure that training is conducted to standard.

b. *CTE.* Headquarters two levels up should conduct Culminating Training Exercises (CTE) for their subordinate units once within a command tour. CTEs will be resourced using opposing forces (OPFOR), observer/controllers, and incorporate After Action Review (AARs). The 2nd Infantry Division (2ID) will conduct their CTEs IAW the approved 2ID training strategy. Brigades not assigned to 2ID or 19th Expeditionary Support Command (ESC) will be evaluated by Eighth Army. Brigades not assigned to 2ID or 19th ESC will coordinate brigade CTEs with G37, Training Division, Exercise Branch, and the Korea Battle Simulation Center (KBSC). Mission Command Training Program provides external evaluation for the following brigades and commands, Eighth Army, DIV, BCTs, TSC, ESC, ENG, ADA, CAB, MEB, Fires, MPs, Sustainment and BfSB.

c. *Lane Training.* Lane training is a technique that helps maximize training resources. Focus lane training at company level and below. Lanes are externally supported, resourced, and evaluated. A unit does not train itself. The headquarters two levels up schedules, resources, designs, and administer lane training. The success of lane training lies in AARs. Conduct them IAW FMs 7-0. The goal is to achieve the standards. If a unit does not meet the standards, recycle the unit through specific missions. The result of lane training should be in accordance with published standards and commander's guidance for each evaluated METL task.

d. *Garrison Training*. Garrison training should be used to teach the fundamentals. These include preliminary marksmanship instruction (PMI), leader training, maintenance, and preventive maintenance, checks and services (PMCS). By getting “Back to Basics” and retraining Soldiers to perform PMCS, Soldiers are able to build confidence in their unit equipment, vehicles, weapons, and personal equipment. You can also teach the essence of Army Training and Evaluation Program (ARTEP) collective tasks by using simulations, tactical exercises without troops (TEWTs) and sand table exercises.

e. *Sergeant’s Time Training (STT)*. All Eighth Army units will conduct Sergeant’s Time Training one half day each week on Thursday mornings immediately following PRT. STT focuses on training small units (squads, crews, teams, and sections) to perform essential individual and collective tasks. It also allows the first-line supervisor to plan, prepare, execute, and evaluate training. STT is will be battle focused on skills that support platoon or section collective tasks. STT is a best available opportunity to conduct “low density” Military Occupational Specialty (MOS) training. Commanders are responsible for resourcing STT and NCO are responsible for designing, managing, and running STT

f. *Staff Training*. Training in Eighth Army is driven to a large extent by CFC and Joint Chiefs of Staff (JCS) exercises. These multi-echelon exercises simulate battle conditions to train leaders, staffs, and units in their wartime missions in a joint and combined environment. They stress the abilities of commanders and staffs, at all levels, to plan, coordinate, and integrate all aspects of military force, across the warfighting functions. Maximize the use of these exercises to enhance your battle staff training. The Brigade Command and Battle Staff Training (BCBST) applies to Eighth Army and the Army National Guard and is designed to train combat brigade and battalion staffs. Use STT on Thursdays for battle staff training.

### **3-4. Training Strategy**

a. *METL*-The Unit Mission Essential Task List serves to focus a unit’s training. In a “Fight Tonight” environment, commanders must prioritize resources to ensure METL proficiency.

b. *CATS* is the Army’s overarching strategy for current and future training. Its basis is a series of branch proponent, unit and institutional strategies describing training events, frequencies and resources required to train to standard. These strategies describe how the Army will train the total force to standard in the institutions and unit self-development. CATS will also document the quality and justification for all training resources required to execute training. These strategies are available on the Digital Training Management System (DTMS) website (<https://dtms.army.mil/>) or through the Army Training Digital Library website (<http://www.adtdl.army.mil/>). Both of these websites require an Army Knowledge Online (AKO) username and password.

c. *Training Plan* - Apply the Army Training Management Model to the training process. Senior commanders are responsible for protecting training from interference, providing training guidance, stability and predictability for Soldiers.

d. *Commanders (CDRs) Annual Training and Leader Development Guidance* - Know, understand, and apply lessons learned to your training plan. Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) have molded our approach to training. Two critical lessons learned are included below:

(1) Every Soldier must be proficient on all weapon systems, in their respective formation, in order to maintain the warfighting skills necessary to defeat the enemy.

(2) Convoys are fighting formations and must be prepared to protect themselves by engaging and destroying the enemy.

e. Maintain discipline in the training management process and focus on Mission Essential Task List (METL). The priority of training is to your wartime mission. As forces on the peninsula become expeditionary, commanders must incorporate the Joint Mission Essential Task List (JMETL) and Combined Mission Essential Task List (CMETL) in their planning as you develop your METL Tasks. Commanders must reinforce the importance of Standards Based Training. AARs must emphasize meeting Army standards and finding ways to improve, rather than pronouncing judgment of success or failure. And finally, the war on terrorism validates our requirement to train against asymmetric threats. It is critical that we ensure our ability to fight and win on all fronts. We will train incorporating Force Protection and Anti-Terrorism training tasks at all levels.

f. *Army Standardization Program.*

(1) The Army has standardized many areas such as doctrine, tactics, combined arms training strategies, crew drills, and individual tasks. Executing tasks, as designed, will lead to standardized training. This requires discipline and control by commanders to ensure that the purpose and spirit of standardization are being met.

(2) The goal of Eighth Army is standardization of tasks, specifically those tasks combining individuals into crews and teams.

(3) Using standard tactical and training terminology at all levels is important because Eighth Army units should be prepared to--

(a) Receive CONUS-based reinforcements and augmentees.

(b) Work with our ROK counterparts.

g. *Training ARFORGEN in Eighth Army:* Eighth Army incorporates Apportioned Forces formerly known as CEF and RAB ARFORGEN Event Menu Matrices training template within our exercises. Our priority will be combat and functional brigades that are regionally aligned with either Eighth Army or USARPAC. We also integrate brigades that are not designated Apportioned Forces with us in order to provide them opportunities to train on the ULO fight and afford us opportunities to integrate new units. Some venues for Apportioned Forces and RAB training within our exercises are listed in Table 3-1. This table links the ARFORGEN template training events for BCT/BN, the exercise venue, the training domain, and related ARFORGEN pool.

**Table 3-1**  
**Apportioned Forces/RAB Training**

<u>Ech</u>	<u>Event</u>	<u>Training Venue</u>	<u>Domain</u>	<u>9 Mo. T/R</u>	<u>9 Mo. Avail</u>
BCT	CPX	UFG	L/C	X <sup>1</sup>	X
BCT	STAFFEX	Summer/Autumn Breeze	C	X <sup>1</sup>	X
BCT	LTP	Key Resolve	L – PDSS	X <sup>1</sup>	X
BCT	LOGEX	Key Resolve/Ulchi Freedom Guardian	L/C	X <sup>1</sup>	X
BCT	STAFFEX (Sect)	Summer/Autumn Breeze	L/C	X <sup>1</sup>	X



**Table 3-1****Apportioned Forces/RAB Training - Continued**

BCT	Digital/COMEX	Msn Planning/Rehearsal Exercise	L/C	X <sup>1</sup>	X
BCT	Fire Coord Ex	Combined Counter Fire Ex	L/C		X
BN	CPX	Foal Eagle	L/C	X <sup>1</sup>	X
BN	FTX	Foal Eagle	L	X <sup>1</sup>	X
BN	Fire Coord Ex	Combined Counter Fire Ex	L/C		X

(L - Live training      C - Constructive Simulations)

*Note:* This supports a progressive 24 month readiness model*Note 1:* Integrated within the unit's ARFORGEN progressive cycle**Section II****Training and Leader Development Management****3-5. Master Activities Calendar (MAC)**

a. Overview. The Eighth Army MAC is the schedule of MSC major training events including modularity, tests and evaluations, equipment fielding, KCTC rotations, tasking proposals and designation of range and training area priorities. Additionally, it covers exercises, command inspection, MRBs, brigade changes of command, Active Component and Range Control (RC) support, Eighth Army ceremonies and significant general Officer events. The MAC relies on input derived from MSCs/Direct Reporting Commands' (DRUs) [Long-Range Training Calendars \(LRTC\)](#).

b. Requirements.

(1) All Eighth Army MSCs/DRUs and installation staff proponents will submit MAC updates to Eighth Army G37 Training and Exercises. Off-post units will provide updates via video teleconference (VTC) or via E-mail. MSCs/DRUs should be prepared to provide specific "add/delete" information that shows both the inclusive dates and employment dates of major scheduled events such as gunnery and train-up preparation for KCTC rotations. Classified exercises will be indicated on the MAC by date and "exercise" only to the extent authorized by their security classification. Additionally, the Secretary to the General Staff (SGS) and garrison calendars will be scrubbed against the MAC to minimize conflicts.

(2) All units over which Eighth Army Exercises conducts CTEs are required to submit their LRTCs to Eighth Army G37 Training and Exercise prior to the Training Resource Synchronization Meeting every month. MSCs/DRUs are also required to submit any changes or updates to their LRTCs once those changes are approved by the respective commander.

c. Responsibility. POC for the MAC is Eighth Army G37 TREX.

**3-6. Korean Cultural Considerations**

a. Korean University National Examination/Korean Grave Visitation When planning training, MSCs need to be cognizant of the Korean University National Examination, which occurs every November for one day. Eighth Army conducts an operational pause across the ROK in support of the US-ROK Community Relations Program. This includes ranges, wheeled or track vehicle movement, and flight runs (except urgent Medical Evacuation (MEDEVAC)). Also, in accordance

with the SOFA, Eighth Army will allow visitation of grave sites located within our training areas on Korean Lunar New Year, Chusok, and Arbor Day of each year. Units must be aware that the areas will be closed additional days to allow grave site preparation prior to these holidays.

b. Solar.

- (1) Solar New Year's-January 1st.
- (2) Independence Movement Day- March. 1
- (3) Children's Day- May 5.
- (4) Memorial Day- June 6.
- (5) Liberation Day- August 15.
- (6) Foundation Day- October 3.
- (7) Christmas Day-December 25..

c. Lunar.

- (1) New Year's (*Seol-na*)- 1st day of 1st lunar month, plus the day before and after.
- (2) Buddha's Birthday (*Seokka Tanshin-il*)- 8day of 4th lunar month.
- (3) Harvest Moon Festival (*Chuesok*)- 14-16th days of 8th month of the lunar calendar.

### **3-7. Active Duty Weekend and Holiday Training**

a. Weekend and holiday training is a primary element of predictability and must be closely monitored at all levels of the chain-of-command.

b. Approval authority for all weekend and holiday training rests with MSC commanders.

### **3-8. Composite Risk Management (CRM)**

As we transform to meet current and future operational needs, we must foster an understanding of risk management to preserve combat power. CRM combines both tactical threat-based risk management and accidental hazard-based risk management into a comprehensive assessment of exposure. CRM places emphasis on sustaining readiness and managing all risks logically, shifting from accident-centric to Soldier-centric. CRM works only when it is included in Troop Leading Procedures at all levels. Failure to follow the standard and failure to enforce the standard repeatedly surface as factors in fatal accidents. Unit leaders must conduct composite risk assessments for all operations, training events, and exercises by using the CRM process. Leaders will continuously assess variable hazards during the execution of operations. Leaders will continue using risk assessment matrices when conducting CRM to assess the hazards associated with the unit's mission. When properly implemented and enforced, CRM will promote safe training without degrading training realism. CRM contributes to successful combat operations and improves overall mission effectiveness.

### **3-9. Digital Training Management System (DTMS)**

The [Digital Training Management System \(DTMS\)](#) is a web-based system customized to implement [FM 7-0 \(Training for Full Spectrum Operations\)](#). DTMS provides the ability to plan, schedule, and manage unit and individual training. Unit mission and mission essential task list development is linked directly with unit training plans, preparations, and execution while capturing detailed records of all training processes and products. DTMS is an inspectable item for the Commanding General's Command Inspection Program. The Eighth Army Standing Operating Procedure (SOP) is located in Eighth Army Order 163-11 and on The Eighth Army portal at <https://8army.korea.army.mil/OMD/trtob/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fOMD%2ftrtob%2fShared%20Documents%2fDIGITAL%20TRAINING%20MANAGEMENT%20SYSTEM%20%28DTMS%29&FolderCTID=&View=%7bD5BA5655%2d96CF%2d4B12%2dA663%2d478C3E67924D%7dDTMS> is the Army's required training management system for military units and Soldiers in accordance with [AR 350-1](#).

### **3-10. Training Integration Working Group (TIWG)**

The purpose of the monthly TIWG is to determine Eighth Army training resource shortfalls and develop a plan of action which leads to resolution of the identified shortfalls. The TIWG key tasks are to track outstanding issues and suspense(s) and achieve relevant solutions to training system and support (TSS) enabler products (i.e. LVCG-COP, briefings, information papers, and memorandums). Each meeting has several purposes:

- a. Review and as necessary adjust:
  - (1) The status of previously identified training enabler shortfalls and requirements.
  - (2) Discuss newly identified training enabler shortfalls and requirements and identify staff OPR for resolution.
  - (3) Research DoD/DA programs of record as a methodology to address training enable shortfalls.
  - (4) Identify/discuss specific training event (e.g. CTE enabler shortfall and identify methodology to mitigate.
- b. Eighth Army MSCs, along with KBSC and TSAK, provide updated information to include research/solutions to previously or newly received Eighth Army MSC demands and needs.
- c. The output of the meeting is that TREX in concert with TSAK and KBSC update and publish Eighth Army Live-Virtual-Constructive-Gaming (LVCG) Command Operating Picture (LVCG-COP).

### **3-11. Training Meetings**

Training meetings should follow guidance in **“Leader's Guide to Company Training Meetings”** (Replaces TC 25-30), and produce well thought out, fully resourced and dependable near term training schedules. Commanders at all levels are encouraged to inspect, observe, and recommend improvements to training meetings.

### **3-12. Monthly Training Resource Synchronization and Quarterly G3/S3 Training Meetings**

HQ Eighth Army, G37, Training and Exercises Division, sponsors Monthly Training Resource Synchronization Meetings and Quarterly Training G3/S3 Conferences for G3s and S3s of Eighth Army MSCs. These working level conferences address training and training management issues at the MSC level. These meetings occur on every first Thursday of the month. The Eighth Army standard is six (6) week lock in for ranges and resources.

### **3-13. Training and Leader Development Brief (TLDB)**

a. HQ Eighth Army, G37, Training Division, will schedule semiannual training and leader development briefings for MSCs. The Training and Leader Development Brief given to the CG, Eighth Army, will be during January timeframe and again in the June timeframe. MSC Commanders and their Command Sergeant Majors (CSMs) will personally give the briefing. MSCs will provide a read-ahead slide packet to HQ Eighth Army, G37, Training Division, no less than 5 working days prior to the TLDB. At a minimum briefing topics will consist of;

- (1) Mission.
- (2) METL Assessment.
- (3) METL Crosswalks.
- (4) Collective tasks to be trained in support of METL proficiency.
- (5) How your units supports Eighth Army's Campaign Plan.
- (6) A two year training long range calendar with focus on the upcoming two quarters.
- (7) Challenges to executing the unit training and leader development plans.
- (8) Resources required replicating operational environments and supporting execution of training events.
- (9) The unit's way ahead.
- (10) Unit Physical Readiness Training (PRT) Programs, Comprehensive Soldier Fitness (CSF) program, LPDs, and Soldier Discipline to include suicide reports.

b. TLDBs will focus on future training not past training. Division level MSCs brief for three (3) hours and all Brigade and Battalion level MSCs will have two (2) hours in order to brief. The CG can delegate the DCG to take Brigade MSC briefs and the CoS to take Battalion level briefs. The CG will always take Division level briefs.

c. MSC Commander and MSC Command Sergeant Major will be the primary briefers. Subordinate commanders may attend the brief.

d. MSCs will coordinate through Eighth Army G37 Training Operations Branch for times and locations of TLDBs. Eighth Army G37 Training Operations Branch designs and creates TLDB slide deck formats.

## **Section III**

### **Eighth Army Collective Training Programs**

#### **3-14. Background**

Collective Training refers to developing competencies, interdependencies, and teamwork within formations. Performance-oriented collective training is training units to do the same tasks or missions that they do in wartime, and to do them well enough to ensure success on the battlefield. The primary ways and means for units to execute their collective training programs are the unit-specific CATS. CATS prescribe drills, exercises, and events for like-type units to build and sustain

collective proficiency. Commanders select from the menu of events listed in the CATS based upon their assessment of their unit's training proficiency. Commanders should select training events from across the live, constructive, and virtual training environments building a focused collective training program for their units that make maximum use of all training resources.

Eighth Army Tasks to Units	LIS Gunnery	Ammunition Retrieval	EDRE	CLFX/LFX	CTE
SOLDIER	Quarterly	N/A	Quarterly	N/A	N/A
BATTALION	Quarterly	Semi-Annually	Quarterly	Annually	Once in a CMD Tour
BRIGADE	Quarterly	Semi-Annually	Quarterly	Annually	Once in a CMD Tour
DIVISION or DIVISION EQUIVALENT MSC	Quarterly	Semi-Annually	Quarterly	Annually	Once in a CMD Tour

**Figure 3-2. Eighth Army Tasks to Units**

### 3-15. Culminating Training Exercise Program (CTE)

The Culminating Training Exercise (CTE) Program has superseded the Eighth Army EXEVAL program. The Eighth Army G37 TREX is the executive agent for the Eighth Army Culminating CTE program. KBSC is a unique training asset available to Eighth Army commanders to assist in evaluating their training requirements and accomplishing their training objectives. The KBSC provides command and staff training opportunities for battalion, brigade and division commanders, their staffs, MSCs, and support special operations forces (SOF). Appendix B provides more information about the Eighth Army CTE program.

a. Frequency. At a minimum, every Battalion Commander will receive a formal CTE once during his/her command tour. At Brigade level, MCTP is conducted every two years. Each Brigade Commander (or MSC Commander without MCTP) will receive a formal CTE once during his/her command tour.

b. Level of Evaluation Authority. Formal evaluations should be conducted at least two levels above the evaluated unit.

### 3-16. Mission Command Exercises

a. All Eighth Army units must exercise their capability to mission control effectively on the integrated battlefield while practicing interoperability in a joint/combined operations environment. Units must also demonstrate self-sustainment capabilities while integrating tactics and defense measures against enemy CBRN, Electronic Warfare (EW), and Counterintelligence (CI) capabilities. CFC conducts four major exercises (Ulchi Freedom Guardian, Key Resolve, Focus Passage, and Courageous Channels); and one Reception, Staging, Onward Movement, and Integration (RSOI) practical exercise. They are included in the U.S. and JCS program of directed and coordinated exercises. Commanders should leverage these events to train and sustain battle staff skills.

b. Incorporate TTPs, as appropriate, into valid tactical SOPs (TACSOPs).

c. Establish and maintain a Digital Skills Battle Roster. Attaining and sustaining Mission Control (MC) skills is difficult to achieve, even under optimal conditions. In the COE, relatively short dwell time between mission deployments, high personal turnover, frequent software and hardware changes, new equipment fielding, and rapid deterioration of specific non-reinforced skills all contribute to an atrophy of MC skills in units. It is important that commanders maintain a Digital Skills Battle Roster to adequately track Soldier training levels, just as marksmanship skills and other training levels are tracked at unit level. Once Soldiers and leaders are trained, as new versions of software and/or hardware are fielded, leaders must ensure that both operators and leaders undergo “delta” training in order to keep pace with the differences in functionality.

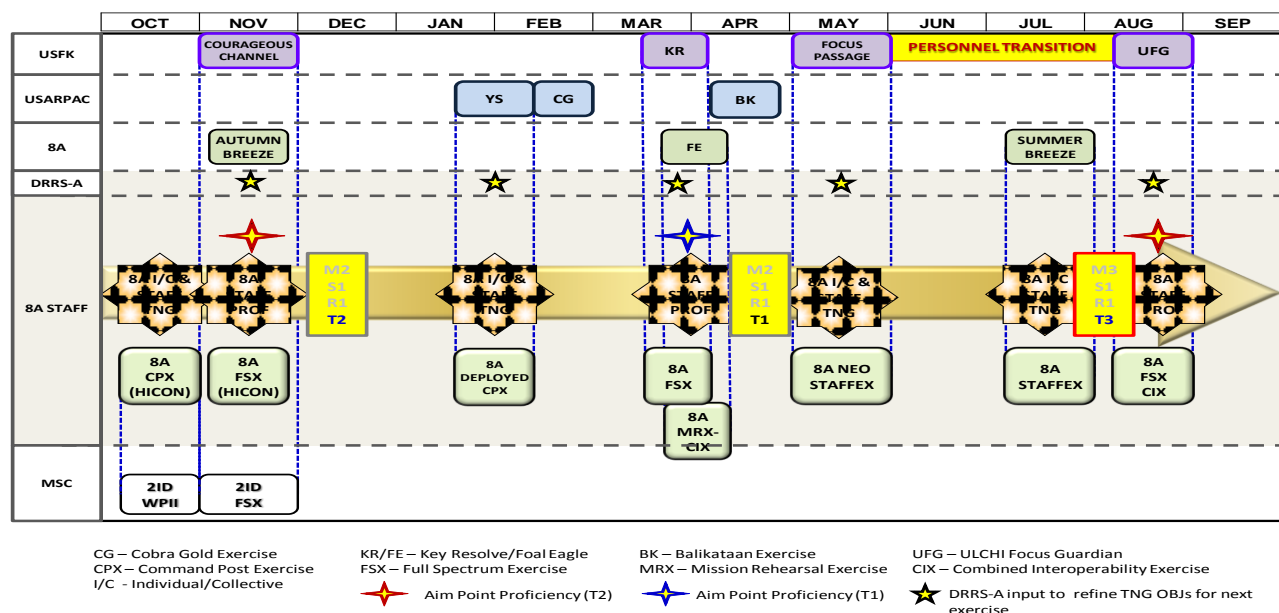
d. MC proficiency is critical prior to major exercises and deployments. Without continuous sustainment training, those technical skills decay more rapidly than most other military skills. Commanders must establish continuous individual and unit collective training opportunities whether they support a particular training or testing event or not.

### **3-17. Theater Exercise Overview**

Eighth Army participates in both theater and regional major exercises in support of higher headquarters training and readiness objectives (Figure 3-3). Eighth Army utilizes these exercises to train and sustain readiness through careful planning and synchronization of our training objectives with those of higher or adjacent headquarters. These exercises are the key pillars of HQ Eighth Army’s training plan to achieve and sustain mission readiness culminating with the KEY RESOLVE (KR) exercise each year. HQ Eighth Army and MSCs train to achieve the rating listed for the specific METs in Table 3-2 below at the culmination of Key Resolve. Achieving proficiency on our primary CJTF MET (OP 7.6-- Conduct Combating Weapons of Mass Destruction [CWMD] Operations in Joint Operations Area, (JOA)) is the most challenging due to its nature and the lack of leader familiarity of the tasks associated with it. This requires the Eighth Army Staff and MSCs to develop a deliberate plan to train leader and individual tasks, then attain proficiency in collective tasks. Proficiency requires conducting these tasks in a combined environment. For further information see AK Reg 350-28.

a. *ROKA*. The ROK Army Chief of Staff has directed his HQ to execute a highly aggressive Combined Interoperability Exercise (CIX) program with Eighth Army. This not only improves our ability to interoperate at the tactical level but affords Eighth Army the opportunity to train in the operational tasks associated with the coordination of forces and missions with the ROKA. CIX events are key to improving our Fight Tonight capabilities while also serving to **Strengthen the Alliance**.

b. *PACOM/USARPAC*. Eighth Army will continue to expand participation in regional training opportunities within PACOM and USARPAC Theater Security Cooperation Plan Exercises. The primary goal is to participate in those exercises that 1) support our METL and 2) provide an opportunity to do so with a ROKA unit, where possible. The intent is to improve Eighth Army ability to deploy regionally. Eighth Army also seeks to improve interoperability with ROKA, and enhance their influence within the region.



**Figure 3-3. Example Theater Training Events**

**Table 3-2  
Theater Exercise Objectives**

MET		CC	SB	UFG	2ID FSX	FP	YS	KR
OP 5	CONDUCT MISSION COMMAND	X	X	X	X	X	X	X
OP 1	CONDUCT OPERATIONAL MOVEMENT AND MANEUVER		X	X	X			X
SN 8.1.3	CONDUCT STABILITY OPERATIONS IN SUPPORT OF STABILITY, SECURITY, TRANSITION, AND RECONSTRUCTION			X	X			
OP 6.2.6	CONDUCT EVACUATION OF NONCOMBATANTS FROM THE JOINT OPERATIONS	X		X		X		X
OP 7.6	CONDUCT COMBATING WEAPONS OF MASS DESTRUCTION (CWMD)			X	X			X

CC - COURAGEOUS CHANNEL, SB - SUMMER BREEZE, UFG - ULCHI-FREEDOM GUARDIAN, FSX - FULL SPECTRUM EXERCISE, FP - FOCUS PASSAGE, YS - YAMA SAKURA, KR - KEY RESOLVE

c. *Resetting the Eighth Army Fighting Stance.* Eighth Army will conduct detailed reviews of the training capabilities needed to ensure units can train in the future. Planners will address training requirements in the theater master plan and the individual installation master plans.

d. *Training Support.* The Eighth Army G3 is responsible for delivering mission relevant Live, Virtual, Constructive and Gaming (LVCG) training enabler support to all Eighth Army formations and units designated for missions in our theater. Eighth Army G3 programs for Army standard Training Support System (TSS) deliverables to enable unit ULO training requirements. Eighth Army also requires TSS deliverables for our Assigned Mission requirements that are not in the Army's standard inventory. Eighth Army seeks TSS capabilities from any means that ensure the CJTF can execute its assigned mission tasks. *MSCs support the G3 by submitting both Army*

*standard and mission training enabler requirements to the G3 TREX and briefed as requirements at TLDBs.*

### **3-18. Focused Passage (FP)**

Focused Passage is a combined and joint exercise focusing on a strategic-level Non-Combatant Evacuation Operations (NEO) C2 Table Top Exercise, allowing the USFK Staff and related agencies (i.e. U.S. Department of State, ROK Government, and the ROK Military) to conduct coordination and integration of NEO plans as well as to sustain Eighth Army tactical-level NEO tasks with the exception of setting up NEO infrastructures. This event will test MSC preparedness in effectively conducting NEO and mitigate risk to Non-Combatant Evacuees (NCE) in Korea. All MSCs will update and inspect all DoD NCE NEO packets, train all NEO Wardens and NEO Tracking System (NTS) operators, and inventory/systems check all NTS equipment. Focused Passage sets the conditions for conducting Courageous Channel exercise which focuses on above the line tactical-level coordination and execution of NEO to include establishing a NEO infrastructure.

### **3-19. Yama Sakura (YS)**

Eighth Army participates in this exercise as the HICOM/JTF primarily during those years when there is no 2ID FSX. This exercise will enable HQ Eighth Army to practice its capability to employ mission command in an austere environment, establish and conduct mission command with unfamiliar systems, and execute the HICOM/JTF mission within a bilateral environment. The experience gained from this exercise will serve to improve deployable mission command in preparation for Key Resolve and ability to operate in a bilateral environment, perform mission's off-peninsula in support of PACOM or another Combatant Command (COCOM).

### **3-20. Key Resolve (KR)**

KR offers Eighth Army the greatest opportunity to train to the CJTF8 mission and serves as a capstone for overall training objectives that are focused on improving OP 5, OP 7.6 and OP 1 METs. This exercise will include the full participation of a ROKA infantry division and ROK CBRN Command, with a focus on combined integration. CJTF8 will provide a response cell with reach back to 20th SUPCOM to replicate their contributions to CJTF8. These exercises will allow CJTF8 to conduct an MRX as part of KR for the following year.

### **3-21. Foal Eagle (FE)**

FE is Eighth Army's opportunity to train ARFORGEN Regionally Aligned Brigade or OPLAN aligned forces to our ULO METs. Eighth Army will seek through FORSCOM and USARPAC, the alignment of BCTs with the Korea OPLAN and bring Battalion-sized elements to the Peninsula to train as a combined team to Eighth Army mission requirements. This will serve three purposes; first, demonstrate our ability to flow aligned combat forces to the fight; second, provide these units with the best ULO training experience available to the Army; and third, increase opportunities to conduct combined training with ROK Army elements and Eighth Army formations while providing aligned units the opportunity to learn how their partners will fight. 19th ESC will be responsible to RSO the exercise unit (being prepared to assist with draw of APS4, if required) and 2ID will integrate and train the exercise unit. 2ID will orchestrate the partnered training and use the theater LVC-G capabilities to train the exercise unit and conduct live fire training.

### **3-22. Cobra Gold (CG)**

CG is a PACOM exercise that supports the goal of ROK Army combined training off-Peninsula with Eighth Army formations. 2ID will support CG with a maneuver battalion (-) and incorporate a ROK Army Infantry Company to participate as an integrated/combined team. This serves the goals of improving interoperability, expanding ROKA influence into the region, and strengthening the alliance. CG requirements will include elements of the other MSCs, orders to follow.



### **3-23. Courageous Channel (CC)**

Courageous Channel serves to improve Eighth Army readiness to execute the operational phases of NEO test our plans. It also serves a highly important role to familiarize 100 percent of our military dependents and other U.S. government-affiliated noncombatants on registration and evacuation processes. Coupled with UFG in the following months, it is a critical stepping stone to a "T" or "P" rating in OP 6.2.6. The goal remains to test Eighth Army's ability to establish and operate off-post NEO nodes, improve NCE processing, execute a fly-away, and again conduct a ROC drill to test both our operational and planning capabilities for the execution of this critical mission. All MSCs will update and inspect all DoD NCE NEO packets, train all NEO Wardens and NEO Tracking System (NTS) operators, inventory and replace NCE protective masks as required, conduct NCE mask training, and inventory/systems check all NTS equipment.

### **3-24. Summer Breeze**

This event is conducted in two parts and is Eighth Army's opportunity to train staffs after the summer rotation. In Part I, all staffs will be trained in their wartime functions within all METs. Part II will be designed to exercise the staffs in those functions within mini-scenarios that are designed to bring the staff sections to a "P" level of effectiveness prior to UFG.

### **3-25. Ulchi-Freedom Guardian (UFG)**

UFG is a combined and joint command post exercise focusing on the strategic deployment and use of augmentation forces to the Korean Theater of Operations (KTO) while engaged in combat. Due to its placement at the end of the fiscal year just after our heavy summer rotations, it fundamentally serves to bring Eighth Army and its MSCs as close to a "P" level rating in OP 5, 1, and 7.6 as possible.

### **3-26. Emergency Deployment Readiness Exercise**

a. Purpose: The Eighth Army EDRE Program provides the Commanding General and his subordinate Commanders an accurate assessment of their units' readiness to alert, recall, upload weapons and equipment, and deploy or take action in support of the existing OPLANs or any other contingency.

b. In Fiscal Year (FY) 12 and beyond, Eighth Army, its' Major Subordinate Commands (MSC) and Regionally Aligned Brigades, train OPLAN and CONPLAN capabilities in a combined and joint environment at the operational and tactical levels with emphasis on mission command, combined arms maneuver, Weapons of Mass Destruction Operations, and Non-combatant Evacuation Operations (NEO) in order to sustain readiness and in support of U.S. and Alliance interests.

c. Eighth Army outlines standards and procedures for EDREs in the EDRE SOP. The Eighth Army staff evaluates MSCs with an AAR. Every MSC commander receives an accurate assessment on the ability of their formations to alert, recall, and deploy within published standards. All MSCs continue to refine their procedures to improve their readiness capabilities.

d. Evaluations. G3 coordinates and assembles the Pacific Victor Evaluation Team (PVET) for Eighth Army CG, when directed to execute an external evaluation. The PVET assembles and travels to the designated MSC locations prior to the initiation of the exercise under the direction of the PVET Leader. Once the EDRE is initiated, the team reports to the MSC operations officer (S3) of the evaluated unit and observe activities. Upon completion of the exercise, the evaluation team briefs the MSC Commander on the results of the evaluation. Evaluation teams observe areas defined by the Eighth Army CG.

e. Eighth Army Staff provides the following evaluation teams in the grade of E-6 or higher. PVET members serve in the MOS that they are evaluating.

**Table 3-3**

**PVET Allocation**

Staff Section	# of Evaluators	Inspectable Area
G3	1	PVET Leader, Tactical Mvt & Orders process
G3	1	PVET NCOIC, Tactical Mvt & Orders process
G3	1	Master Gunner (if required)
G3	2	Wpns Qual, Battle Books, PCCs/PCIs
Eighth Army CBRN	2	NBC TNG Cert, ICE inspect & CDE PMCS
G1	2	DD93s, SGLI, ID tags, ID cars, PERSTAT
G4 (Maint)	2	PMCS, Service Packets (veh, pn, optics), Veh dispatch, NMC reports
G4 (Supply)	3	PLT ABLs, PLT HRs, DA348s, BII, Unit Clothing records, PLT shortage annexes
G6	2	COMMEX, IA
Eighth Army Surgeon Off	2	FMR status, CLS cert, IFAC, CLS CL VIII status

f. PVET members are identified prior to the execution of the EDRE. Once alerted, the PVET remains with the alerted unit until CoM. All PVET members attend the MSC out brief.

g. PVET arrives at MSC HQ NLT 0530 hours on morning of designated EDRE to give the inbrief to MSC S3.

h. Eighth Army PVET members can delegate inspection to MSCs so long as inspectors meet the criteria. Eighth Army PVET is ultimately responsible for the EDRE evaluation.

i. The steps and standards for EDRE are;

- (1) Eighth Army G3, ICW MSCs, initiates no-notice alerts through the Eighth Army CAC.
- (2) Upon alert, MSCs initiate 100% telephonic alert.
- (3) MSCs direct 100% recall for one battalion in their MSC.
- (4) The recalled battalion executes the N-hour sequence under the following conditions for one of its companies:
  - (a) Issue weapons.
  - (b) Upload vehicles with combat and CBRN equipment.
  - (c) Conduct communications checks with HHQs, to include FBCB2.
  - (d) Upload vehicles with UBL of CL I, III, VIII, IX.
  - (e) Units conduct hasty orders drill in response to threat.
- (5) Upon alert notification, the recalled battalion deploys one platoon from their platoon area to a designated TAA to enable inspections. Upon designation of the deploying platoon,

ensure the following documents made available for inspection. G3 inspects the following as part of the PVET.

- (a) Platoon Hand Receipts, Shortage Annexes, and NMC report.
- (b) Company PERSTAT report for current day.
- (c) Platoon Vehicle, Weapon, and Optics Service Packets.
- (d) Platoon DD93/SGLI forms.
- (e) Platoon SRP packets/checklists.
- (f) Platoon Fully Medically Ready (FMR) printout.
- (g) Platoon Equipment Deadline List (NMC report).
- (h) Platoon NEO packets.
- (i) Platoon weapon qualification status.
- (j) Platoon STT status.
- (k) Unit Clothing Records.
- (l) Unit Individual Chemical Equipment (ICE) and Chemical Defense Equipment (CDE) Records.

(6) MSCs conduct internal inspections the following items during the EDRE. G3 inspects the following as part of the PVET:

- (a) Weapon qualification status (Company Area).
- (b) Platoon battle book inspection (TAA location).
- (c) Crew readiness and PCI/PCC (TAA location).

(7) MSCs conduct internal inspections the following items during the EDRE. G3 (CBRN) inspects the following as part of the PVET:

- (a) Training certification on NBC equip (Company Area).
- (b) 2d set of ICE (Company Area).
- (c) Issued set of ICE (TAA location).
- (d) Platoon assigned CDE PMCS (TAA location).

(8) MSCs conduct internal inspections the following items during the EDRE. Eighth Army Surgeon Office inspects the following as part of the PVET:

- (a) Platoon FMR status (Company Area).

- (b) Platoon CLS certification (Company Area).
- (c) I-first aid kit/casualty feeder cards (TAA location).
- (d) CLS CL VIII status (TAA location).

(9) MSCs conduct internal inspections the following items during the EDRE. G4 inspects the following as part of the PVET:

- (a) PLT ABL forms (DA2062/LOA) (TAA location).
- (b) PLT Hand Receipts (Company Area).
- (c) Drivers Licenses (TAA location).
- (d) Select BII (TAA location).
- (e) Unit Clothing Records (Company Area).
- (f) PLT Shortage Annex and Excess (Company Area).
- (g) PMCS (TAA location).
- (h) Service Packets (wpn, optic, veh) (Company Area).
- (i) Dispatch (TAA location).
- (j) NMC Report (Company Area).
- (k) Snow Chains (DEC – MAR) (TAA location).
- (l) Valid CL IX requisitions (5988E) (TAA location).
- (m) Fire Extinguishers (TAA location).

(10) MSCs conduct internal inspections the following items during the EDRE. G6 inspects the following as part of the PVET:

- (a) COMMEX (TAA location).
- (b) Information Assurance (Company Area).

(11) MSCs conduct internal inspections the following items during the EDRE. G1 inspects the following as part of the PVET:

- (a) DD93/SGLI Forms (Company Area).
- (b) ID cards and ID tags (of deployed platoon).
- (c) NEO packets (if required) (TAA LOCATION).

(d) Daily PERSTAT (Company Area).

(12) Deployed Platoon(s) consist of wheeled and tracked vehicles only.

j. NLT CoM +4 hours, the designated MSC OIC (or the PVET Leader, during Eighth Army external evaluations) presents the results to the MSC commander and his designated staff along with the alerted battalion commander and CSM.

k. NLT CoM +48 hrs, the MSC OIC (or the PVET Leader, during Eighth Army external evaluations) compiles the results of the inspection and presents a desk side brief to the Commanding General on the results of the EDRE.

l. NLT CoM +3 days, MSC S3 (or the PVET Leader, during Eighth Army external evaluations) collects AAR comments from inspection team and MSC on the conduct of the EDRE alert. These comments are passed to the Eighth Army G33 & G35 for staffing and inclusion into the Eighth Army CASOP.

## **Section IV**

### **Military Training Programs**

#### **3-27. Overview**

Individual training is a continuous process of learning and improving military skills for both officer and enlisted Soldiers. It is accomplished by discrete training programs (such as schools, ranges, Expert Infantryman Badge (EIB), etc.), progressive assignments, and integrated training activities (that is, FTX, concurrent training, etc.) which support multi-echelon training. Eighth Army units are required to track proficiency of essential individual tasks including Army Warrior Tasks in the Digital Training Management System (DTMS). Applicable DA pubs cited in this chapter can be found at <http://armypubs.army.mil>.

#### **3-28. Common Military Training**

a. The common military training program identifies selected DA training requirements considered essential to individual and unit readiness.

b. Unit training programs will integrate common military training—including Army Battle Command System (ABCS)—into small unit training plans, job books, and monthly counseling.

c. Table 3-4 portrays required common military training tasks. Training required more than once annually may be decentralized except that once each year it will be centralized at company level. For example, alcohol and drug abuse awareness training is required four times per year for all Soldiers. This training may be decentralized to platoon level three times and centralized at company level one time each year.

d. Regardless of the frequency or the echelon at which a subject is trained, all training will be published on the training schedules, and training schedules will be strictly adhered to.

e. Unless otherwise directed by regulation, the approved training schedule is sufficient to indicate compliance. However, units are required to maintain records (both hard-copy and in DTMS) for all Soldiers on weapons qualification and Army Physical Fitness Tests. Soldier participation in mandatory training requirements specified in AR 350-1 must be entered into DTMS.

**Table 3-4**  
**Eighth Army-Directed Training Tasks**

<b>Safety and Environmental Training</b>				
<b>Task</b>	<b>Requirement</b>	<b>1Freq/YR</b>	<b>Persons Trained</b>	<b>Reference</b>
Composite Risk Management	Awareness	ongoing	All	AR 385-10
Hazard Communication Training	Refresher	1/year	Leaders	AR 385-10 and 29 CFR 1910
Heat/Cold Injury Prevention	Awareness	Seasonally	All	Eighth Army Summer/ Winter Safety Campaign
Cultural Awareness Training	Awareness	W/I 90 days of assgt.	All	AR 350-1 Chapter 8
Hazard Communication General	Awareness	W/I 90 days of assgt.	All	AR 385-10
Occupational and Environmental Health	Awareness	As req.	All	AR 40-5
Environmental Awareness Issues	Awareness	As req.	All	AR 200-1
Water Safety	Mission	As req.	All	AR 385-10
Hearing Conservation	Program	1/year	All	DA PAM 501
Winter Weather Safety	Mission	As req.	All	Eighth Army Winter Safety Campaign
Army Traffic Safety Training	In-processing	As req.	Drivers	AR 385-10
<b>Force Well-Being / Deployment Readiness Training</b>				
Alcohol and Drug Abuse	Refresher/time-sensitive	2/year	All	AR 600-85
Suicide Prevention	Awareness	1/year	All	DA Pam 600-24
Family Advocacy Program	Awareness	1/year	All	AR 608-18
Army Warrior Training	Refresher	1/year	O1-O2/WO1-CW2/E1-E7	STP 21-1-SMCT/ STP 21-24-SMCT
Fraternization	Refresher	1/year	All	AR 600-20
Electronic Warfare Training	Awareness	W/I 90 days of assgt.	All	AR 350-1
Sexual Harassment/Assault Response & Prevention	Refresher	2/year	All (mil and civ)	AR 600-20
Equal Opportunity Training	Awareness/refresher	2/year	All (mil and civ)	AR 600-20
TARP	Program	2/year	All	AR 381-12
Anti-Terrorism	Awareness/time-sensitive	1/year	All	AR 525-13
OPSEC	Program	W/I first 90 days	All	AR 530-1
OPSEC	Integrated/program	1/year	All	AR 530-1
Global Assessment Tool	Program	1/year	All	ALARACT 0862/2011 Para 3.B.4.B
Law of War, Level B / Geneva Hague	Mission/refresher/ Integrate	Annually or Prior to Deployment	All	AR 350-1, AR 525-28,

**Table 3-4**  
**Eighth Army-Directed Training Tasks - Continued**

Command Information Program	Awareness	As req.	All	AR 360-1
Benefits of an Honorable Discharge	Refresher	As req.	All	DA Pam 600-8-11
Military Justice	Refresher	As req.	All	AR 27-10
Combating Trafficking in Persons	Awareness	1/year	All	<a href="http://www.combat-trafficking.army.mil/">http://www.combat-trafficking.army.mil/</a>
Sponsorship Program	Awareness	As req.	All	AR 600-8-8
Employment and reemployment rights (RC only)	Awareness	1/year	All Civ	DODI 1205.12
Standards of Conduct	Awareness	As req.	All	AR 600-20
Code of Conduct	Mission/refresher/Integrate	As req.	All	AR 525-28
Health Benefits Awareness	Awareness	As req.	All	AR 40-3

**Legend:**

Section 1.01 AR Regulation  
 Section 1.03 Assgt – Assignment  
 Section 1.05 CFR – Code of Federal Regulations  
 Section 1.07 Civ – Civilian  
 Section 1.09 DA – Department of the Army

1.02 Mil - Military  
 1.04 OPSEC – Operational Security  
 1.06 Pam – Pamphlet  
 1.08 Req- Required  
 1.10 TARP - Threat Awareness and Reporting Program  
 Section 1.12. Suppl – Supplement  
 Section 1.14. W/I - Within

Section 1.11

1.13. Freq/Yr – Frequency per Year

*Section 1.01 Note*

1 Eighth Army policy is to decentralize training of these tasks. Events with multiple frequencies per year may be conducted at squad or platoon level. However, these tasks must be centralized at company or higher level at least once per year.

### 3-29. Physical Readiness Training (PRT)

This physical fitness training policy applies to all units assigned to Eighth Army. It includes all Soldiers, functional branches, units, and operating agencies. Physical readiness training provides a foundation for combat readiness and must be an integral part of every Soldier's life. Unit readiness begins with the physical readiness of Soldiers and the NCOs and Officers who lead them. Leaders at all levels must participate along with their Soldiers in the conduct of this training. Commanders or senior military supervisors will establish physical fitness training programs consistent with FM 7-22, Army Physical Readiness Training (APRT) and unit missions. Commanders are encouraged to implement a comprehensive program to complement the Army PRT program including Foot Marching, Modern Army Combatives, Tae Kwon Do, as well as strength and conditioning type functional fitness programs. The tasks, conditions, and standards of PRT activities derive from the mission analysis of the physical demands of unit mission, mission essential task list (METL) and warrior tasks and battle drills (WTBDs). Soldiers must meet the physical fitness standards (as measured during the Army physical fitness test (APFT) set forth in FM 7-22. Soldiers who are unable to meet these standards or the mission related physical fitness standards required of their duty assignment may be subject to administrative action. Further detail of the Eighth Army PRT program can be found in Appendix C of this publication.

- a. Physical readiness training(PRT) is a mandatory training requirement because it is—

- (1) Considered by senior leaders to be essential to individual, unit, and force readiness.
- (2) Required by regulation for all individuals and units.
- b. Due to the rigorous terrain in Korea, it is essential that Soldiers participate in a physical fitness program to help maintain total fitness.
- c. Unit-level PRT will be planned, progressive, and sustained IAW FM 7-22. Units will Commanders must ensure that leaders are familiar with approved techniques, directives, and publications.
- d. Commanders will ensure that PRT is conducted to standards contained in FM 7-22 and maintain DA Form 705 (Army Physical Fitness Test Scorecard). Army Physical Fitness Tests will be conducted IAW Appendix D of this regulation and IAW with FM 7-22. Preferably, the APFT should be scheduled on Monday. If the APFT is not conducted on a Monday, then no PRT is scheduled on the day before the APFT.
- e. Commanders will protect PRT time. IAW FM 7-22 PRT time is for PRT unless field exercises prevent it from being conducted. However while in the garrison environment PRT is priority number one during designated PRT hours.

### **3-30. “Eighth Army 8”**

- a. The Eighth Army Commander implements the “Eighth Army 8” which requires all MSCs to complete 80 miles of foot-marches semi-annually over a ten week period one march per week. Foot-marches will be conducted at the company level and companies will be awarded an “Eighth Army 8” streamer if all foot-marches are completed to the standards in the order.
- b. Eighth Army MSCs (company level) compete for an “Eighth Army 8” streamer by completing 80 miles of foot-marches in a ten week period in order to improve Eighth Army’s physical readiness and improve esprit de corps. Each march is conducted with a 35 pound ruck sack at a 15 minute per mile pace with 80% of the unit’s assigned strength (excluding permanent profiles for road marching). The intent is to ensure Eighth Army Soldiers are more physically fit and can handle carrying a combat load over mountainous terrain, keeping Eighth Army in a “Fight Tonight” posture.
- c. Battalion Commanders will verify data submitted by subordinate units.
- d. Battalion Commanders will recommend units for the streamer.
- e. Requirements:
  - (1) All foot-marches must be completed with 80% of that unit’s assigned strength (excluding permanent profiles for road marching).
  - (2) The uniform for road marches is PTs or ACUs at a minimum.
  - (3) Each Soldier will carry a 35 pound ruck sack.
  - (4) Pace is 15 minutes a mile.
  - (5) If any units do not complete all requirements for the foot-marches those marches do not count.



### 3-31. Weapons Training

a. The Eighth Army qualification standard is the **DA Pamphlet 350-38 (Standards in Training Commission (STRAC)) Standard**. Commanders will conduct weapons qualification and sustainment programs IAW DA Pamphlet 350-38. These programs will train individuals, crews, and units to effectively employ weapons to accurately engage enemy targets. Commanders should not feel constrained by STRAC, however. All commanders should aggressively seek out additional live fire training opportunities whenever possible.

b. Weapons training personnel will use the training publications in table 3-5.

**Table 3-5**  
**Individual Assigned Weapons Qualifications Standards and Frequencies**

Weapon	Soldier	Freq/Year	Unit Requirement	Description	References
M16A1/M16A2	CAT 1	2 per yr	90% qualification w/in past 6 mos	Qualification consists of: (a) Day record fire course (b) CBRN fire familiarization in MOPP 4 (c) Night record fire course	DA Pam 350-38 FM 3-22.9
M16A1/M16A2	CAT II	1 per yr	90% qualification in the past 12 mos	Same as above	DA Pam 350-38 FM 3-22.9
M203 (40mm) Grenade Launcher	CAT 1	2 per yr	90% qualification in the past 6 mos	Qualification consists of: (a) M16 qualification as above (b) M203 record of fire course (CBRN firing is integrated into all tasks)	DA Pam 350-38 TM 3-22.31
M203 (40mm) Grenade Launcher	CAT II	1 per yr	90% qualification in the past 12 mos	Same as above	DA Pam 350-38 TM 3-22.31
M249 Squad Automatic Weapon	CAT 1	2 per yr	90% qualification in the past 6 mos	Qualification consists of: (a) 10 meters/11 yards (b) Transition (c) Night transition (CBRN firing is integrated into all tasks)	DA Pam 350-38 FM 3-22.68
M249 Squad Automatic Weapon	CAT II	1 per yr	90% qualification in the past 12 mos	Same as M249 CAT 1	DA Pam 350-38 FM 3-22.68
MK19 Automatic Grenade Launcher	CAT I	2 per yr per gunner 1 per yr per asst gunner	90% of gunners qualified in the past 6 mos 90% of asst gunners qualified on (a) only in the past 12 mos	Qualification consists of: (a) Transition (b) Night record fire	DA Pam 350-38 FM 3-22.27
MK 19 Automatic Grenade Launcher	CAT II	1 per yr	90% of gunners/asst gunners qualified in the past 12 mos	Qualifications consist of: (a) Transition (once per year) (b) Night record fire (every other year)	DA Pam 350-38 FM 3-22.27
.38 Cal or 9mm Pistol Firing	All <i>except</i> MPs	1 per yr	90% qualification in the past 12 mos	Qualification consists of: (a) Firing the CPQC day phase (b) CBRN familiarization in MOPP 4 (c) Night fire will be integrated into the PMI and instructional fire	DA Pam 350-38 FM 3-23.35

**Table 3-5****Individual Assigned Weapons Qualifications Standards and Frequencies - Continued**

.38 Cal or 9mm Pistol Firing	MPs	2 per yr	90% qualification on the MPQC in the past 12 mos	MPQC at least 1 per yr CPQC may be used for other firing	DA Pam 350-38 FM 3-23.35
M21/24 Sniper Rifle	All	4 per yr	All assigned sniper teams will zero with iron sights and scope monthly and qualify quarterly	Qualification consists of: (a) Zero (b) Day/night qualification	DA Pam 350-38 FM 23-10
M26A1/M26A2 Fragmentation Grenade	CAT 1	2 per yr	90% must throw 1 live HG in the past 12 mos and pass the HG practice course within the past 18 mos	FM 23-30 lists practice course	FM 3-23.30
M26A1/M26A2 Fragmentation Grenade	CAT II	1 per yr	90% must throw 1 live HG in the past 24 mos and pass the HG practice course within the past mos	FM 23-30 lists practice course	FM 3-23.30
M18A1/M18A2 Claymore Mine	CAT 1	4 per yr	90% must emplace, arm, and disarm an inert claymore mine within the past 3 mos. Claymore mine squads must fire 1 live mine	FM 23-23 provides instruction on the claymore mine	FM 3-23.30
M18A1/M18A2 Claymore Mine	CAT II	1 per yr	90% must emplace, arm, and disarm an inert claymore mine within the past 12 mos	FM 23-23 provides instruction on the claymore mine	FM 3-23.30
M240 Machine Gun	CAT I	2 per yr (gunner) 1 per yr (asst gunner)	90% of gunners qualified in the past 6 mos; 90% of asst gunners qualified in the past 12 mos	Qualification consists of (a) 10 meter (b) Transition (c) Night transition fire (CBRN firing is integrated into all tasks)	DA Pam 350-38 FM 3-22.68
M240 Machine Gun	CAT II	1 per yr (gunner)	90% of gunners qualified on (a) in the past 12 mos, and (b) and (c) every 24 mos; asst gunners do record fire every 24 mos	Record fire consists of: (a) 10 meter (b) Transition (c) Night transition fire (CBRN firing is integrated into all tasks)	DA Pam 350-38 FM 3-22.68
M2HB, .50 Cal Machine Gun	CAT II	1 per yr	4 personnel/ weapon conduct record fire w/i the past 12 mos; Asst gunners record-fired w/i the past 24 mos	Record fire consists of: (a) 10 meter (b) Transition (c) Night transition (CBRN firing is integrated into all tasks)	DA Pam 350-38 FM 3-22.65 w/ Ch.1

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**Table 3-5****Individual Assigned Weapons Qualifications Standards and Frequencies - Continued**

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Legend:

Cal – Caliber	HG – Hand Grenade
CAT - Category	MOPP – Mission Oriented Protective Posture
CBRN – Chemical, Biological, Radiological, Nuclear	MP – Military Police
CPQC – Combat Pistol Qualification Course	MPQC – Military Police Qualification Course
DA Pam – Department of the Army Pamphlet	PMI – Primary Marksmanship Instruction
FM – Field Manual	
Freq/Yr – Frequency per Year	

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c. *Weapons Qualification.* DA Pam 350-38 gives the Army standards for individual/crew served weapon qualification. Each standard lists the appropriate weapon's FM or FC that identifies the type of range required for qualification. It also includes standards for demolition, hand grenades, and claymore mines. Commanders, at a minimum, will meet DA Pamphlet 350-38 qualification standards.

d. *Training Strategies.* Eighth Army's objective is to assist commanders in attaining and sustaining DA Pam 350-38 standards and to ensure that weapons proficiency is achieved in all units. Commanders must examine each weapon's training strategy as it applies to the individual unit's unique training needs, objectives, and overall program developed by mission, CATS, Soldiers manual, and ARTEP analysis. These weapons training strategies provide an effective mixture of full-caliber ammunition firing, when combined with optimum training device and simulator use.

e. *Ammunition Requirements.* Ammunition allowances (full-caliber and blank) for qualification and training strategies are given for each weapon system and each training event. Proficiency is achieved by using dry fire exercises, training devices, and sub-caliber and full-caliber exercises.

f. *Training Limitations.* World-wide shortages of some full-caliber ammunition and lack of standard range facilities in the ROK do not relieve commanders of the responsibility of qualifying and sustaining their Soldiers. Commanders must use initiative and imagination when confronted with these obstacles. To work around limitations some considerations are:

(1) Use TSAK. Review their catalog on training devices and graphic training aids. Know the new Training Aids, Devices, Simulators, and Simulations (TADSS) that are being fielded. TSAK will provide assistance to overcome your training challenges.

(2) Use the Engagement Skills Trainer (EST) and Laser Marksmanship Training System (LMTS) prior to M4/M16 live firing. The M261 conversion kit (.22 cal) is also an excellent pre-qualification tool. TSAK has all of these devices available for use. Contact your local Training Support Center (TSC) for scheduling.

(3) TSAK also supports M1 and M2/3 gunnery with Unit Conduct of Fire Trainers (UCOFT), Tank Weapons Gunnery Simulation System (TWGSS), Precision Gunnery System (PGS), Through Site Video (TSV), and other TADSS.

(4) Maintain a good relationship with ROKA units with range facilities in your area. A list of all ROK ranges is located in the TSAK range catalog. TSAK has a Training Land Management

Officer who can assist in coordinating your range requirements. Authorization for alt qualification CAT II .50 is allowed

### **3-32. Situational Training Exercises (STX)**

a. Overview. STX, also referred to as “lane training”, is the most efficient means of collective maneuver training available for company-level and below. Units will use these lanes progressively by echelon (platoon, company/team, task force) and domain (virtual, constructive, and live) to achieve proficiency in their METL tasks. Commanders will maximize the use of this training technique at home station to allow more time at the CTE or KCTC for full-spectrum operations.

b. Preparation. Units preparing to deploy must train to the appropriate METL and must include COIN training in their training plans, including all STX/CPX/FTXs. MSCs will conduct leader and staff training. The training audience is BDE, BN, CO Commanders and primary staffs.

(1) Use the next higher-level leader or Commander on the lane to evaluate the performance of the unit.

(2) A trained, doctrinally-correct OPFOR is essential.

(3) Include qualified linguists and interpreters as applicable.

(4) Coordinate for the use of civilians-on-the-battlefield (COBs) to increase realism and situational awareness.

(5) Rehearsals and Multiple Integrated Laser Engagement System (MILES) devices are incorporated.

(6) Necessary ABCS systems are fully integrated.

(7) Refer to MTPs for additional information about planning, resourcing, and executing STXs. When not stated in the MTP, ensure training is conducted in all meteorological conditions, as well as CBRN, limited visibility, and smoke environments.

(8) Commanders will include CBRN operations against an OPFOR with capability of employing CBRN weapons during CTES to determine the unit proficiency to perform their mission under a CBRN environment.

(9) Battalion S-2 sections are authorized a Company Intelligence Support Team Training (ColST) section designated to provide Military Intelligence analysts to support each maneuver battalion and company. USARPAC strongly supports the ColST concept in BCTs deploying to conduct COIN operations. USARPAC recommends BCT commanders provide guidance to their units regarding the stabilization of ColST personnel since BCTs must form ColST from assigned personnel and train them to use a variety of theater provided equipment.

### **3-33. Live Fire Exercises**

Eighth Army relies on live field training exercises (FTXs) to provide realistic training. Live training is the best possible training available so unit Commanders can evaluate how their subordinate units perform out in the field. Live fire exercises (LFXs), Situational Training Exercise (STXs), deployment exercises, and battle drills must be conducted under conditions that replicate actual combat as nearly as possible. This is especially true at Battalion level and below. Virtual and constructive training cannot replace live training. They can, however, supplement, enhance, and

complement live training to sustain unit proficiency within the band of excellence. Based on resources available (such as time, ammunition, simulations, and range availability), Commanders will determine the right mix and frequency of live, virtual, and constructive training to ensure efficient use of allocated training resources. See table 3-6 for major systems gunnery qualification requirements.

**Table 3-6**  
**Major Systems Gunnery Qualification Requirements**

System	TRC	Freq/Mo	Unit Minimum Standard	Remarks
M1/M1A1/M1A2 Tank	A	1 per 12 mos 1 per 12 mos	85% qualification assigned crews 5/6 qualified Plts (tank bn) 7/9 qualified Plts (ACR)	Table VIII 1 Table XII
	B	2 per 12 mos 1 per 12 mos	Crew sustainment 85% qualification assigned round-up/out units.	TT IV/TCPC Table VIII 1
	C	4 per 12 mos 1 per 24 mos	Crew sustainment 75% assigned NG crews qualified within 24 mos	TT IV/TCPC Table VIII 2
		2 gunnery yr 1 maneuver yr	Crew sustainment Crew sustainment	TT IV/TCPC TT IV/TCPC
M2, BFV	A	2 per 12 mos	85% qualification of assigned primary and PLT Ldr alt crews	Table VIII
		1 per 12 mos 4 per 12 mo	75% qualification of rifle platoons crew sustainment	Table XII BT II/BCPC
	B	1 per 12 mo	85% qualification of assigned primary and PLT Ldr alt crews RU/RO	Table VIII
	C	1 per 12 mo 1 per 24 mo	Crew sustainment 50% qualification of assigned crews	BCPC Table VIII
M3	A	2 per 12 mo	85% qualification of assigned crews	Table VIII
	B	2 per 12 mo 1 per 12 mo	85 % qualification of sections 66% qualification of assigned crews	Table X Table VIII
	C	1 per 24 mo	50% qualification of assigned crews	Table VIII
AH 64 A/L	A	1 per 12 mo	85% qualification of assigned air crews	
	C	1 per 12 mo	85% qualification of assigned air crews	
UH-60, CH-47	A	1 per 12 mo	90% qualification of assigned M60D gunners	Table X
	C	1 per 12 mo	90% qualification of assigned M60D gunners	Table X
OH58D	A	1 per 12 mo	85% qualification of assigned aircrews	
	C	1 per 12 mo	85% qualification of assigned aircrews	
M109A6	A	2 per 12 mo	80% of all METL-related fire missions to standard	PLT/BTRY/BN
	B	1 per 12 mo	80% of all METL-related fire missions to standard	PLT/BTRY/BN
	C	1 per 12 mo	80% of all METL-related fire missions to standard	PLT/BTRY/BN

### 3-34. Sergeant's Time Training (STT)

a. STT provides the best opportunity to build combat-ready junior leaders and teams. STT is dedicated training time for the NCO Corps to train all Soldiers on critical combat skills and develop the Warrior Ethos in junior enlisted leaders. Leaders will check STT to ensure the training is

conducted to standard at a minimum of one half day each week. The success of Sergeants' Time Training (STT) requires the coordinated efforts of both officers and non-commissioned officers (NCOs). Non-commissioned officers plan, rehearse, execute, train, and assess time designated for STT. Officers provide resources when required and available, and prevent training distracters. Once the officers and NCOs meet these objectives, STT is then devoted to the professional development of Soldiers. Non-commissioned officers are the primary trainers during STT. Sergeants' Time Training will be briefed at Training and Leader Development Backbriefs and Quarterly Training Briefs and will constitute part of the Eighth Army Command Inspection Program. NCOs must ensure STT is conducted IAW Eighth Army Command Policy Letter #13. STT follows the standard duty day timeline: PRT IAW Garrison timelines followed by training on individual, crew and team tasks. Additionally, NCOs must stress the importance of self-discipline and building the total Soldier by including professional military ethics education during STT when possible. Units must incorporate low-density MOS training into STT. Commanders will ensure STT is nested to support Platoon essential tasks and the unit METL.

b. NCOs will conduct hands-on training with their elements on individual and small-unit collective tasks that will contribute to success on the battlefield.

c. STT events should be based on and support the unit's METL.

**Table 3-7**  
**Collective Training Matrix**

Task	Freq/Yr	Unit	Remarks
CTE	1 CMD Tour 1 per yr	BN PLT/CO	Maneuver/F/MF Maneuver/F/MF
FCX	1 per yr	PLT/BDE	PLT/CO ICW BN/BDE FCX
Dismounted Infantry Training/LFX	2 per yr  1 per yr	Dismounted IN SQDs/ M2 Infantry PLTs NG/USAR dismounted As part of a larger unit	DA Pam 350-38  DA Pam 350-38
EDRE	When directed	BN/Separate Co	FHR 525-10

Legend:

ARTEP – Army Training and Evaluation Program  
Bde – Brigade  
Bn – Battalion  
Co – Company  
F – Functional  
ME – Maneuver Enhancement  
DA Pam – Department of the Army Pamphlet  
EDRE – Emergency Deployment Readiness Ex  
CTE – Culminating Training Event  
FCX – Fire Coordination Exercise  
MF – Multi-functional

HQDA – Headquarters, Department of the Army  
Inf – Infantry  
LFX – Live Fire Exercise  
Mo – Month  
MSG – Master Sergeant  
NG – National Guard  
NTC – National Training Center  
Para – Paragraph  
Plt – Platoon  
UTP – Unit Training Plan  
Yr – Year

(SIPR website: [www.swa.arcent.army.smil](http://www.swa.arcent.army.smil)) outlines training tasks units need to incorporate into pre-deployment training. Units will prioritize category of tasks based on theater mission profiles and unit pre-deployment Directed METL.

d. STT must be planned, prepared, rehearsed, and executed in accordance with the tenets of FM 7-0. Risk assessments will be conducted on all STT to sustain Soldier safety and minimize risk without affecting the training. STT is not opportunity training.

e. Units should consolidate training for low-density MOS Soldiers no less than once a month. Senior NCOs in the most closely related low-density MOS in each battalion-level unit will serve as instructors. Training schedules must indicate when the STT is one where low-density training will be given.

f. The unit Officer leadership will routinely provide oversight and assessment of STT by visiting training and by ensuring that the proper preparation is made to execute the training to standard.

### **3-35. Warrior Tasks and Drills**

The Warrior Tasks and Drills form the bedrock of individual skills that all Soldiers must master.

The CSA approved (FY12) Warrior Tasks and Drills are located at,

<https://atn.army.mil/media/docs/CSA%20approved%20WTBD%20List%2021%20May%202012.pptV3%20x.pdf>

Soldier's Manual of Common Tasks: Warrior Skills Level 1

[https://armypubs.us.army.mil/doctrine/DR\\_pubs/dr\\_aa/pdf/stp21\\_1.pdf](https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/stp21_1.pdf))

Soldier's Manual of Common Tasks: Warrior Leader Skills Level 2,3, and 4

[https://armypubs.us.army.mil/doctrine/DR\\_pubs/dr\\_aa/pdf/stp21\\_24.pdf](https://armypubs.us.army.mil/doctrine/DR_pubs/dr_aa/pdf/stp21_24.pdf))

### **3-36. Personnel Recovery, Code of Conduct, and Survival, Evasion, Resistance, and Escape (SERE) Training**

Personnel Recovery (PR) is part of the Warrior Ethos: I will never leave a fallen comrade. This concept begins by ensuring every leader, soldier, DA civilian, and DA contractor is trained to survive isolating situations and trained in actions to recover those lost. We must vigorously implement the Eighth Army PR program to achieve the Army's PR guidance. Each unit will maintain a Personnel Recovery Officer (PRO) at all units Brigade and above to manage this training program.

a. All Soldiers, U.S. Civilians and contractors will receive the following PR training within 90 days of arrival in the Korean Theater of operations and annually thereafter:

(1) Level B Code of Conduct Training (SERE 100 Computer Based Training).

(2) Korean Theater SERE Briefing (PowerPoint).

b. All personnel designated High Risk of Isolation (HRI) will receive the Korean High Risk SERE briefing and complete the Isolation Preparation (ISOPREP) card IAW AK Reg 525-28, Personnel Recovery Operations, and FM 3-50.1 Personnel Recovery.

c. All units will incorporate PR events in all Operations Plan (OPLANs), mission readiness exercises (MRE/MRX), and OPORDs down to the battalion level.

d. Eighth Army CoS, G3, AVN is the proponent for Personnel Recovery within Eighth Army.

### **3-37. Law of War Training**

Soldiers and leaders require law of war training throughout their military careers commensurate with their duties and responsibilities. Requirements for training at the following levels are specified in AR 350-1 in Appendix G, section 21. There are three levels of training, as follows:

a. Level A training is conducted during Initial Entry Training (IET) for all enlisted personnel and during basic courses of instruction for all warrant officers and officers. Level A training provides the minimum knowledge required for all members of the Army. The basic law of war rules, The Soldier's Rules, will be taught during level A training.

b. Level B training is conducted in modified table of organizations and equipment (MTOE) units for all unit personnel as follows;

(1) Training is conducted annually and conducted again prior to deployment when directed by a deployment order or appropriate authority.

(2) Commanders will establish specific training objectives to be taught by a qualified Judge Advocate General Corps (JAGC) officer or a paralegal noncommissioned officer.

(3) Training will reinforce the principles set forth in The Soldier's Rules. Additionally, training will emphasize the proper treatment of detainees, to include the 5 Ss and T (search, segregate, silence, speed to a safe area, safeguard, and tag).

(4) Training will be designed around current missions and contingency plans, including anticipated geographical areas of deployment or rules of engagement.

(5) Training on the law of war and detainee operations will be integrated into other appropriate unit training activities, FTXs, and unit CTEs.

c. Level C training will emphasize officer, warrant officer, and NCO responsibilities:

(1) Their performance of duties in accordance with the law of war obligations of the United States.

(2) Law of war issues in command planning and execution of combat operations.

(3) Measures for the reporting of suspected or alleged war crimes committed by or against US or allied personnel.

### **3-38. Driver's Training**

a. Designated Soldiers must train to drive day, night, aided night, off-road, and in traffic. Commanders and other leaders will integrate rollover drills, seatbelt use, fire and water evacuation drills, and PMCS into all training events. Drivers must become comfortable operating in all weather and road conditions. All assigned drivers must conduct on- and off-road training quarterly (using Night Vision Goggles (NVGs) as appropriate). Commanders are required to establish an effective and formal drivers training program at battalion and separate company level. Vehicle and Convoy commanders with FMTV need to watch "FMTV Familiarization Video". TSAK has a driver's simulator that supports training on the Family of Medium Tactical Vehicles (FMTV), HEMTT, Heavy Equipment Transport (HET), M915 and M939. For scheduling contact your local TSC.



b. Commanders are required to establish formal drivers training programs at the battalion and separate company level that meet the requirements of this regulation, AR 350-1, AR 600-55, AK Reg 350-4, TC 7-31, and Eighth Army Supplement 1 to AR 600-55. Those programs must address driving at day, night, and during inclement weather.

c. Driving should be representative of the environment encountered by the drivers in Korea. Drivers course include uneven terrain, elevated terrain, built-up terrain, ditches, wadis, berms, hills, cultivated fields, side slope, up-slope, down-slope, road constrictions, and fording sites.

d. Rollover prevention is always trained when conducting drivers training. Rollover prevention includes exercising maneuver initiated, impact initiated, and fall initiated rollover and egress to include water egress and water rescue/recovery. If an egress trainer is available for the vehicle being trained on then it must be used. If the vehicle does not have an egress trainer trainers will simulate roll over in as best as possible. Crews must also train for immediate self-vehicle recovery, load-plans, and terrain and route analysis to help mitigate the risk of rollover.

e. Starting in 2012 Eighth Army begins fielding the mine resistant ambush protected (MRAP) family of vehicles. The TC 7-31 provides an example of how to conduct driver's training in Table B-1 of Appendix B. Use it as a guide for developing your own training schedule. The schedule incorporates live and virtual training through use of the Common Driver Trainer (CDT) simulator, MRAP Egress Trainer (MET), MRAP safety awareness video, and an on and off-road driving course. The schedule facilitates a comprehensive crawl-walk-run methodology for initial training of MRAP drivers.

(1) Descriptions of these courses can be found at MRAP University at <http://www.redriver.army.mil/rpages/MRAPUniversity.htm>

(2) Following the initial NET in 2012 units are responsible for sustainment training.

f. Prior to driving between 1 November and 31 March, a safe winter driving block of instruction must be given to all operators of Army vehicles in their first year of each tour in the Korea.

g. The Individual Augmentee Program (IAP) is for augmentees coming to Korea for training and participation in Eighth Army exercises. Any augmentee that is operating a tactical vehicle in Korea must have 75 logged hours of day operation and 50 logged hours of night operation with the vehicle or vehicles they are licensed on. This training requirement is necessary because of the unique terrain, weather threats, and traffic patterns that the Republic of Korea has on its roads and off road terrain.

### **3-39. Chemical, Biological, Radiation, and Nuclear (CBRN) Training**

The CBRN threat in this theater presents a special challenge to commanders. This paragraph defines, specifies, and establishes training requirements that will ensure Eighth Army units conduct effective training to survive in a CBRN environment.

a. All units will maintain command emphasis at all levels on individual and unit proficiency in CBRN skills and tasks.

b. All units will conduct CBRN defense training to ensure Soldiers are proficient in tasks at the appropriate skill level. Units with organic decontamination equipment will conduct regular Operational Decontamination training exercises. Decontamination personnel will be trained and appointed on additional duty orders to support thorough and operational decontamination operations.

c. All units will perform training in full mission oriented protective posture (MOPP) IV when the use of collective protection is not available.

d. To enhance CBRN defense training at the unit level, every tactical company, battery, or troop will have a CBRN defense officer and NCO (MOS 74D). The CBRN NCO is the unit commander's principal defense trainer and advisor on CBRN defense operations and training, and CBRN defense equipment maintenance. Commanders may authorize an enlisted alternate to assist the CBRN defense officer and NCO.

e. Eighth Army CBRN training policy is outlined in Appendix E.

### **3-40. Combat Life Saver (CLS)**

a. CLS qualified Soldiers will make the difference between life and death for our Soldiers on the battlefield. They provide immediate medical care to sustain life until a wounded or injured Soldier enters the formal medical system. Commanders will encourage maximum participation in this program to have as many trained CLS qualified Soldiers in each unit as possible. Every crew and squad will have at least one CLS qualified Soldier with CLS bag. CLS qualified Soldiers will recertify annually. Commanders must incorporate CLS in all tactical STXs. Casualty evacuation must be included as an STX task.

b. Corps, divisions, and brigades will implement combat lifesaver training within their commands and designate a staff surgeon responsible for supervising their combat lifesaver programs. The primary instructor will be a medical NCO, 68W, current in CLS certification.

c. Units without qualifying medical personnel will request training instructor support from the next higher command surgeon or local medical treatment facility.

d. Commanders must order sufficient CLS bags to supply each tactical vehicle.

e. 65th Medical Brigade is the proponent for the CLS program for Eighth Army IAW DA Pam 351-20 and Appendix F of this regulation.

### **3-41. Anti-Terrorism (AT) Training**

Developing a high state of situation awareness and understanding of personal AT responsibilities is essential to ensure the safety and security of Eighth Army personnel and facilities. An effective AT training program for personnel and family members at all echelons contributes to achieving this objective. Commanders will ensure that all personnel are aware of terrorist threat and adequately trained in the application of individual protective measures. AT training will be integrated into unit collective training regardless of unit location.

a. Anti-Terrorism Training Requirements.

(1) *AT Awareness Training.* Commanders shall ensure that every military service member, family members, DOD employees, and invited contractors, regardless of rank, is made aware of the need to maintain vigilance for possible terrorist actions and employ AT tactics, techniques, and procedures. AT Awareness Training shall be provided to all DOD personnel annually. Family members (over the age of 14 traveling outside the United States, its territories and possessions on official business, to include a permanent change of station, will receive AT Awareness Training prior to their departure and annually thereafter. Commanders also shall offer AT Awareness Training to contractors employed by the DOD, consistent with the terms and conditions specified in

the contract. AT Awareness training will be provided by either a certified Anti-Terrorism Officer (ATO) or through the DOD web course at <http://at-awareness.org/>

(2) *ATO Training and certification.* ATO training is designed to produce an AT advisor to the commander and a manager of the AT program. All ATOs will attend the Eighth Army ATO course within 90 days of appointment. Each base cluster is required to have at least one trained and certified ATO.

(3) *Pre-Command AT Training.* Pre-Command (Level III) AT Training is designed to expose the prospective commander to AT issues. Commanders at the O-5/O-6 level will attend this training at the Army Pre-Command Course (PCC) or the Garrison Commanders' Pre-Command Course.

(4) *Senior Executive AT Seminar.* The Senior Executive AT Seminar is designed to expose senior officers in the grades of O-6-O-8 and DOD civilians in equivalent grades to AT issues. Due to the uniqueness of the Eighth Army area of operations and Anti-Terrorism (AT) Command and Control (C2) structure all Base Cluster Commanders must attend the AT Executive Seminar. To arrange attendance to AT Executive Seminar, units will provide an updated prioritized listing of base cluster commanders to Eighth Army, EAGC-FP the first month of each quarter NLT the 15th.

b. Commanders will at all levels will develop an AT METL and give AT the same emphasis as any wartime mission. As a minimum, the following components comprise an AT training program:

(1) Individual AT training listed above.

(2) Terrorist Force Protection Condition (FPCON) System execution. All tenant units will at minimum conduct training for camp/compound perimeter guard and patrolling; and vehicle and personnel search techniques.

(3) Incident Response (bomb threat/actual initiation) and site security operations.

c. AT training status will be presented during the quarterly training brief (QTB) and the semi-annual training brief SATB to the respective commander.

### **3-42. Mine/Explosive Ordnance Awareness Training**

Mines/explosive ordnance awareness and safety is of the utmost concern for all Eighth Army Soldiers well being and knowledge - your life and your Soldiers' lives may depend on it. Senior officers and NCOs must ensure that the program outlined in this section is adhered to and information of mines and explosive ordnance dangers is disseminated to every unit and staff section within Eighth Army.

a. Personnel will receive the following training during in-processing at the 19th Replacement Center in Yongsan, Korea.

(1) Tape on mine awareness.

(2) Tape on explosive ordnance awareness.

(3) View mine signs.

- (4) View mine models.
- (5) View training mines.
- (6) View explosive ordnance training models.

b. Those personnel that will be training north of Seoul (higher training risk area) will receive the following additional training:

- (1) Mines awareness briefing.
- (2) Unit Safety/Training classes (on location - unit specific).
- (3) Receive specific details (within past five years) on any/all injuries suffered by U.S. military Soldiers with regards to mines/explosive ordnance accidents (include as a minimum a summary of incident and lessons learned).

c. The Eighth Army Safety Office will incorporate 10-15 minutes of mines/explosive ordnance safety highlights during safety block of instruction during the following Eighth Army sponsored Company Commander and First Sergeant Course (Yongsan, Korea).

d. TSAK ranges will inform the unit point of contact (POCs) of any hazards of mines in their local area. The applicable unit will ensure the following training activities include mines/explosive ordnance safety highlights as a part of safety briefings prior to conduct of training:

- (1) All live fire maneuver exercises.
- (2) All training activities in any training areas.

e. The following related common tasks will allow trainers to integrate this training during all training opportunities. These tasks are located in the Soldier's Manual of Common Tasks, Skill Level 1 in Subject Area 4.

- (1) 052-192-1042 Perform Self-Extraction from a Mined Area.
- (2) 052-192-1269 Locate Mine and Booby Trap Indicators by Visual Means.
- (3) 093-401-5040 React to Unexploded Ordnance Hazards.

### **3-43. Counter Improvised Explosive Device (CIED) Training**

Mines and IEDs are an enduring threat to our forces. Units must train to counter this threat and stay current on the lessons learned in OEF and OIF. Eighth Army incorporates CIED training into ULO training in FY 2012.

a. Individual. There are seven individual tasks all Soldiers are required to perform semi-annually. All training materials can be found on AKO.

- (1) Mine Awareness Training.
- (2) Identify Visual Indicators of and IED.
- (3) React to a Possible IED.

- (4) React to an IED Attack or Vehicle Borne IED (VBIED).
- (5) React to an IED Initiated Chemical Attack.
- (6) Perform a Nine Line UXO/IED Explosive Hazard Spot Report.
- (7) Prepare for IED Threats Prior to Movement (Leader Task).

b. Collective. Eighth Army units incorporate, where practical, CIED training into field training exercises. Staff collective tasks will be trained as part of staff training events.

- (1) Prepare for Ground Emplaced IED Defeat Operations Prior to Movement.
- (2) Know the Five CIED Reaction Drills.
- (3) React to a Possible IED, VBIED, Suicide VBIED or Person Borne IED (PBIED).
- (4) Prepare for a suspected VBIED/ PBIED Attack.
- (5) Know and Practice Nine Principles of IED Combat.

#### **3-44. Emergency Essential Civilians and Mission Essential Civilians (EEC/MEC)**

a. EEC/MEC training for Eighth Army units will be in accordance with AR 690-11 and USFK Reg 690-11. Commanders, managers and supervisors will ensure the proficiency and allow training time of assigned EECs/MECs to meet the training requirements prescribed in applicable references.

b. Training will be scheduled on a FY basis as directed or cited in paragraph f below for all assigned EECs/MECs. Units are encouraged to integrate EEC/MEC training into their unit's individual and collective training programs. Training dates and subjects are to be annotated on both short and long term training calendars. Records of scheduled and completed EEC/MEC training are to be maintained by each unit or staff element for as long as the EEC/MEC is assigned, and for one (1) year after departure if PCS is to CONUS or another non-Eighth Army unit. If an EEC/MEC is reassigned to another Eighth Army unit and re-designated as an EEC/MEC, their training record will be forwarded to their gaining command.

c. Commanders, managers and supervisors should take the appropriate action if an EEC/MEC assigned employee fails to meet and maintain the mandatory training requirements. EEC/MEC employees may face disciplinary action for failure to participate in mandatory training. At the minimum, the EEC/MEC employee could be placed in a non-EEC/MEC position. If the encumbered position cannot be re-designated as non-EEC/MEC, the employee could be terminated. Tour extensions could be denied for Department of the Army Civilians (DACs) that do not meet the mandatory training standards.

d. Units will use qualified instructors and adhere to military training standards in accordance with appropriate training manuals and publications. The EEC/MEC training programs and records will be inspected during all Eighth Army scheduled Command Inspection Programs.

e. Unit commanders must ensure that each EEC/MEC is proficient in the following survival tasks that are in Soldier Training Publication (STP) 21-1-SMCT, Soldiers Manual of Common Tasks:

- (1) Put on, wear, remove, and store protective mask.
- (2) Replace canister on M40 protective mask.
- (3) Maintain protective mask.
- (4) Decontaminate your skin and personal equipment (both M291 and M258 decontamination kits).
- (5) Put on and wear MOPP gear.
- (6) Recognize and react to chemical or biological hazard.
- (7) Drink from canteen while wearing protective mask.
- (8) Evaluate a casualty.
- (9) Perform mouth-to-mouth resuscitation.
- (10) Put on a field or pressure dressing.
- (11) Prevent shock.

f. Unit commanders must ensure that their EEC/MEC program addresses the following areas.

**Table 3-8  
EEC/MEC Program Requirements**

CLASS	REQUIREMENT	REFERENCE	GUIDANCE
Information Security Program	Annually	DOD Form 5200.1-6	Establish training program for all personnel entrusted with classified information. As a minimum, training will consist of initial in briefing and on-the-job training.
Code of Conduct	Annually	AR 525-28	Code of Conduct training is part of essential personal knowledge training.
Geneva Convention	Annually	Geneva Conventions United States Civilians (1949) 5 U.S.C. Chaps 43 and 75. FM 27-10	Geneva Convention training is part of essential personal knowledge training.
Rules of Engagement	Annually	Rules of Engagement	As published by USFK/Eighth Army OJA Staff Battlebook Appendix B, Appendix 5.

**Table 3-8**  
**EEC/MEC Program Requirements - Continued**

Status of Forces Agreement	Annually	Status of Force Agreement	SOFA is part of essential personal knowledge training.
DA Civilian Employee Deployment Guide	Annually	DA PAM 690-47	Essential part of personal knowledge training (EEC Only).

g. Additionally, commanders, managers and supervisors must budget for all EECs/MECs initial and subsequent requirements or as directed. Also, all U.S. Citizen EECs are required to undergo a Medical Examination/Screening every two years. The Anthrax Vaccine is available for all EECs/MECs on a voluntary basis.

h. Local commanders may augment this training as required to meet specific operational or threat conditions of the EEC/MEC position. However, Eighth Army will not resource any augmented training.

### **3-45. Annual Ethics and Acquisition Ethics Training**

Every Soldier and Army Civilian employee will attend one hour of ethics training annually. Furthermore, every Soldier and civilian employee involved in the acquisition process will also be required to receive an additional hour of ethics training to address recurring and emergent acquisition and contracting issues. Only appointed ethics counselors will conduct training. Ethical behavior is of paramount importance in the KTO as it supports and strengthens the ROK/US alliance. Unethical behavior detracts from the United States strategic position in Korea and violates every Army Value.

### **3-46. Comprehensive Soldier Fitness (CSF) and Resilience Training**

a. Comprehensive Soldier Fitness (CSF) is a long term strategy that prepares the Army community including all Soldiers, family members, and all Department of the Army Civilians. This will help them not only survive, but thrive in the face of protracted warfare and the everyday challenges of Army life. The Army established CSF to increase the resilience and performance of Soldiers, DA Civilians, and family members. The Eighth Army CSF Program trains specific mental and physical resilience techniques in order to increase physical, emotional, social, spiritual and family fitness. This means meeting the mental challenges of training, operations, combat, and transitioning home. Soldiers with resilience take care of themselves, their buddies, and those they lead. The objectives of resilience training are:

- (1) To prepare Soldiers mentally for the challenges of training.
- (2) To prepare Soldiers mentally for the rigors of combat and other military deployments.
- (3) To assist Soldiers in their transition back home.
- (4) To prepare Soldiers with the skills to assist their battle buddies during deployment as well as during the transition back home.
- (5) To prepare leaders with the skills to sustain the resilience of those they lead.

(6) To prepare Soldiers to deploy again in support of military operations, including additional combat tours.

b. Resilience training is a systematic approach to prepare Soldiers and leaders for the mental challenges they will confront throughout their military careers. The objective of resilience training is to help Soldiers identify the realities of challenging environments, develop skills to thrive and be resilient in the face of these realities, and know how to use these skills to help themselves, fellow Soldiers, and those they lead. These skills build on Soldier strengths to meet the challenges of training, deployment and transitioning home. The resilience training system trains Soldiers to manage cognitive, emotional, and physiological reactions using specific skills to grow and thrive in the face of challenges in the military as well as bounce back from adversity. The training system introduces these skills when Soldiers first enter the military, builds these skills across the deployment cycle, and consolidates these skills throughout a Soldier's career as part of an integrated developmental approach to creating resilient Soldiers.

c. *Level C Resilience Training* is conducted during leader development PME. The mTBI and PTSD awareness and response topics will be conducted during PME for enlisted Soldiers, warrant officers and officers. Resilience training for leaders addresses the mental challenges that they and their Soldiers may encounter, reviews positive and negative leader behaviors that can impact the resilience of their units, and identifies specific topics geared for the specific military education course.

d. *Global Assessment Tool*: The GAT is a 105-question survey that is administered electronically to all Soldiers in the Army on an annual basis. Chris Peterson, Ph.D. and Nansook Park, Ph.D. at the University of Michigan and COL Carl Castro, Ph.D. from the Army Medical Department's Medical Research and Materiel Command (AMEDD MRMC) developed the GAT as a self-awareness tool for Soldiers. The GAT provides Soldiers with a snapshot of their psychological health along four dimensions – social, emotional, spiritual, and family fitness. Because GAT data is linked to other data sources, the Soldier Fitness Tracker (SFT) – the informational technology platform and database developed by CSF. New Soldiers completing the GAT for the first time, and integration of additional data sources into the SFT architecture. The GAT can be taken at <https://www.sft.army.mil/>.

e. Soldiers will be given CSF training upon reception into Korea. Unit MRTs must instruct resiliency twice a year due to the heavy rotation of Soldiers in the KTO. CSF will help strengthen our overall Soldiers mental resiliency and may prevent suicides.

f. Training will be documented and tracked as part of a Soldier's individual training record in DTMS.

g. Appendix I outlines how to implement the Comprehensive Soldier Fitness program in to you unit.

### **3-47. Master Resilience Trainers**

a. More than ever before, the current operational tempo necessitates a deliberate and determined effort by unit commanders to address the principle of Training to Sustain Core Individual and Collective Skills and Knowledge (which includes physical and mental fitness), as outlined in FM 7-0, Training for ULO. With a design that specifically addresses this training principle, the Master Resilience Trainer Course (MRT-C) delivers the added benefit of addressing



performance enhancement at the individual level. The end-product of this program is a valuable force multiplier and training tool, the unit Master Resilience Trainer (MRT).

b. The unit MRT must complete 10 days (80 hours) of structured, resident-based Resilience Training at the MRT-C. Three core training concepts are addressed within the course; Building Resilience (Days 1-8), Sustaining Resilience (Day 9), and Enhancing Performance (Day 10). The course curriculum includes large and small group didactic and hands-on experiential based exercises and activities. The MRT has been given a sound understanding of resilience theory and fundamentals from subject matter experts in the resilience and positive psychology fields.

c. Upon completion of the MRT-C, the unit MRT is equipped with skills necessary to provide blocks of instruction to small groups and instill resilience building within their organization. These skills can provide Commanders with the means to address and offset certain performance or behavioral shortcomings within the unit (biases, prevalent negativity, etc), while also injecting performance enhancement techniques (goal setting, energy management, etc.) into existing and planned unit training events such as weapons ranges, APFTs, Ruck Marches, and Field Training Exercises.

d. MRT MTTs will be scheduled by Eighth Army and slots are divided between MSCs.

e. Experience from the academic field has shown that the delivery of resilience skills to others is most effective at the platoon (or equivalent) size or smaller. The Unit Commander must ensure that the MRT training plan includes this criterion for maximum effectiveness. It is paramount that the unit MRT not only coordinate with Battalion / Brigade Staff (or equivalent), but also with subordinate Company and Platoon level leadership to reach down to this level.

f. Like property accountability or Soldier safety, unit resilience training is the Commander's responsibility. As such, MRTs are reminded that their implementation strategy is only complete once the vision, intent and guidance of the Unit Commander has been solicited and realized. Additionally, MRTs are encouraged to nest their implementation strategy with the unit's long, mid, and short range training calendars. This ensures maximum exposure across the unit's subordinate organizations and synchronization with the overarching unit training plan. MRTs are encouraged to work closely with subordinate leader teams at the company and platoon level to custom tailor their small-group training to the requirements of the leader and Soldier. The MRT toolkit is varied enough to meet the needs of every kind of unit, regardless of unique Mission Essential Task List (METL), consistency (uniformed, civilian, contract) or problem set.

### **3-48. Water Survival Training Center**

TSAK conducts water survival training for all soldiers and aviation crew members assigned to Eighth Army. Training consists of drown proofing for Soldiers and underwater egress procedures for aviation crew members. Contact TSAK for further information.

### **3-49. Expert Infantryman Badge (EIB) Training**

a. The purpose of the EIB program is to recognize outstanding infantry Soldiers who attain a high degree of professional skill, expertise, and excellence. It also identifies any infantry soldier who can expertly maintain, operate, and employ his weapons and equipment. Finally, it enhances individual training programs in infantry units by providing a difficult, yet attainable, goal for which any infantry soldier can strive.

b. All eligible Soldiers are encouraged to participate in the EIB training program. Individuals will be given one opportunity to test each year. Commanders will encourage maximum participation in this program.

c. 2ID is the proponent for EIB. A committee will conduct the test IAW United States Army Infantry Center (USAIC) Pam 350-6 and 2ID EIB memorandum of instruction (MOI).

### **3-50. Expert Field Medical Badge (EFMB) Training**

a. The purpose of the EFMB program is to recognize qualified Army Medical Department (AMEDD) personnel who demonstrate a high degree of professional skill, stamina, and proficiency in performing combat medical tasks and performing common soldier tasks that support medical care in a simulated combat environment.

b. Commanders will emphasize maximum participation of all eligible Soldiers in EFMB training. Career Management Field (CMF) 68 and 18D are eligible to participate in the EFMB Program.

c. Military medical personnel in Eighth Army who have not earned the EFMB are strongly encouraged to participate in the EFMB training program. Individuals will be given one opportunity to test each year.

d. Korean Augmentation to the U.S. Army (KATUSA) Soldiers with a Medical Career Management Field (CMF) are eligible to earn the EFMB.

e. The Eighth Army Surgeon is the proponent for EFMB for Eighth Army with 65th Medical Brigade as the executing HQ.

### **3-51. Eighth Army Best Warrior Competition**

a. The purpose of the Eighth Army Best Warrior Competition is to recognize the best Soldier and send that Soldier to the US Army Best Warrior Competition. The selected Soldier will compete against the best Warriors from all the Major Commands in the USARPAC, and upon successful selection there, go on to compete against the best Warriors from all the Major Commands in the United States Army. This event is described as the "Super Bowl" of Best Warrior Competitions.

b. Warriors selected to compete for the prestigious titles have mastered a series of benchmarks throughout the year to qualify for the Army-wide, Best Warrior Competition in Fort Lee, Virginia. Warriors for Soldier of the Year include the ranks of private through specialist, warriors for NCO of the Year include ranks corporal through sergeant first class. Eighth Army also holds a best officer and best KATUSA competition.

c. During the competition, these elite Soldier competitors will test their Army aptitude, conquering urban warfare simulations, board interviews, physical fitness tests, written exams, and Warrior tasks and battle drills relevant to today's operating environment. In addition, Warriors will go before a preliminary selection board at the MSC level to select the best qualified contestants followed by a second selection board comprised of six senior sergeants major from across Eighth Army not including the Eighth Army Command Sergeant Major. This board, chaired by Command Sergeant Major of Eighth Army evaluate competitor appearance, military bearing and knowledge of critical Army topics.

d. The Eighth Army Command Sergeant Major and G37 TREX is the proponent for the Best Warrior Competition. 2nd Infantry Division in the executing HQ in odd years and 19th ESC is the executing HQ in even years.

### **3-52. Eighth Army Best Medic Competition**

a. The purpose of the Eighth Army Best Medic Competition is to recognize the best Soldier and send that Soldier to the US Army Best Medic Competition. The selected Soldier will compete against the best Medics from all the Major Commands in the United States Army. This event is described as the “Super Bowl” of Best Medic Competitions.

b. Warriors selected to compete for the prestigious titles have mastered a series of benchmarks throughout the year to qualify for the Army-wide, Best Medic Competition in San Antonio, Texas. Medics for Soldier of the Year include the ranks of private through specialist, and Medics for NCO of the Year include ranks corporal through sergeant first class. Officers are also encouraged to compete at this competition.

c. During the competition, these elite Medic competitors will test their Army aptitude, conquering medic tasks, rucksack marches, life savings swims, board interviews, physical fitness tests, written exams, and Warrior tasks and battle drills relevant to today’s operating environment. In addition, Medics will go before two selection boards comprised of six senior sergeants major from across Eighth Army not including the Eighth Army Surgeon Sergeant Major. These boards, chaired by Surgeon Sergeant Major of Eighth Army evaluate competitor appearance, military bearing and knowledge of critical Army topics.

d. The Eighth Army Command Sergeant Major and G37 TREX is the proponent for the Best Warrior Competition. 2d Infantry Division in the executing HQ in odd years and 65th Medical Brigade is the executing HQ in even years.

## **Section V Leadership Development**

### **3-53. Purpose**

The purpose of Leader Development Programs (LDP) is to help coach, develop, mentor, and mature our leaders. Eighth Army junior leaders will one day become senior leaders. It is the responsibility of our senior leaders to groom junior leaders.

### **3-54. Officer Professional Development (OPD)**

Commanders will design their OPD programs to build warfighting proficiency. Commanders should conduct quarterly OPD sessions for junior commissioned and warrant officers on topics related to professional development, personal growth, and warfighting skills. Commanders at the pay grade of O-6 and higher should plan OPD sessions for field grade officers and focus on ethics, professional conduct, and grooming for becoming senior field grade officers and as potential general officers. Appendix G provides more guidance on the OPD program in Eighth Army.

### **3-55. Noncommissioned Officer Development Program (NCODP)**

Commanders will focus their NCODP on building the warrior spirit and contributing to the professional and personal growth of all NCOs. A strong NCO support chain is the key to accomplishing all unit missions effectively. Commanders must have an organized program designed to teach junior leaders to accept increased responsibility in any and all environments. NCODPs should be focused on the fundamentals of warfighting, performing collective combat tasks, and how to expand leadership skills. NCOs must understand the tasks and purposes at one

grade above their own in order to communicate effectively to their Soldiers. Commanders should conduct quarterly NCODPs. Appendix G provides more guidance on the NCODP in Eighth Army.

### **3-56. Vehicle Commander/Convoy Commander Certification Program**

a. Each MSC is responsible for establishing a driver's training program. The regulation that governs the Vehicle Commander/Convoy Commander Certification program is AK Regulation 350-4. This regulation provides the necessary training requirements to certify vehicle and convoy commanders.

b. Soldiers with overall responsibility for the operation of a military vehicle must be certified under a units Vehicle Commander Program. Vehicle commanders should be certified at the company level and should be a SPC (E-4) and above. The Company Commander is the only person authorized to certify Vehicle Commanders. KATUSA Soldier Corporal (CPLs) may serve as Vehicle Commanders. Convoy Commanders should be certified at the battalion level and must be SFC (E-7) and above. Exceptions can be made for a SSG (E-6) serving in a SFC position. The Battalion Commander certifies Convoy Commanders, but this responsibility can be delegated to the Battalion Executive Officer.

c. All tactical vehicles driven off installation are required to have two personnel. One of whom must be VC certified. VCs need not be licensed on the vehicle being driven though it is highly recommended. The VC may be the operator of the vehicle depending on the mission (e.g. continuous operations) or for safety purposes. VC's must be familiar with the vehicle limitations, characteristics, and blind spots.

d. Each unit is responsible for maintaining vehicle commander and convoy commander training records and this training should be annotated on the Soldier's DA Form 348. These certifications require renewal on a yearly basis and each Soldier should carry an AK Form 350-4A-E authorizing them to be vehicle/convoy commanders.

### **3-57. Master Driver Training**

Master Driver Training is a critical component of the overall Eighth Army Driver Training Program. Units will achieve the Master Driver standards outlined in Appendix H.

### **3-58. Cadet Troop Leadership Training (CTLT)**

a. CTLT provides US Military Academy (USMA) and Reserved Officer Training Corps (ROTC) cadets with leadership opportunities and an active duty experience by placing cadets in platoon leader or equivalent positions. This program provides them the opportunity to lead Soldiers and gain insight from assigned Junior Officer sponsors.

b. The intent of the CTLT program is to maximize each cadet's experience on leadership and duties associated with Junior officers. Cadets will be placed in an environment enabling them to gain experience and insight into small unit leadership – with unit leadership providing the appropriate mentoring and supervision. Cadets will also receive an OER for the time spent in the unit. Priority is placed on positions in units that are conducting FTXs. Cycle length for cadets is approximately 30 days. There are typically three separate cycles spread over the summer, though in past years there have been four cycles as well.

c. Units sponsoring cadets will :

(1) Assign each cadet to a platoon leader or equivalent position with specific responsibilities and opportunities to lead Soldiers. The current platoon leader will act as a mentor while the cadet assumes the role and responsibilities to the extent possible of the leader.

(2) Familiarize cadets with the command, training, administration, and logistical functions of assigned units.

(3) Expose cadets to the on duty and off duty environment of the Junior officer.

(4) Familiarize cadets with the Junior Officer Development System and Officer Personnel Management System (OPMS) III.

(5) Provide Government mess for ROTC cadets only; USMA cadets will receive separate rations.

(6) Provide no cost Government quarters equivalent to an active duty Lieutenant.

(7) Provide a JSA tour to all cadets during their tour in Korea.

d. Information pertaining to cadet assignments will be provided to units from the ACS, G3, EAGC-TD, Unit #15236, APO AP 96205-5236.

### **3-59. Company Commander/First Sergeant Course**

Eighth Army requires that Company Commanders attend this course prior to taking command. First Sergeants are required to take the course within 90 days of assuming responsibility, but preferably before. The 40 hour course is offered quarterly. The point of contact for scheduling and for course curriculum is the Eighth Army G37 – TREX, Training Operations Branch (EAGC-TREX) at 723-9312.

### **3-60. Warrior Leader Course (WLC)**

Eighth Army WLC is conducted at Wightman NCO Academy. Procedures for establishing the Order of Merit List (OML) and allocation of slots are as follows:

a. Eighth Army will allocate unit quotas for Soldier attendance to the WLC.

b. Commanders are responsible for ensuring that all Soldiers scheduled to attend WLC meet the established prerequisites listed in AR 350-1 and AR 614-200. Prerequisites are as follows:

(1) Passed the Common Task Training (CTT) within the past 12 months.

(2) Passed the Army Physical Fitness Test (APFT) within the past six months.

(3) Meet the height and weight standards IAW AR 600-9.

(4) Eligible for reenlistment.

(5) Recommended by the commander.

(6) Not have a temporary profile.

(7) Free of major personal and financial problems and administrative or flagging actions that could result in recall while in attendance.

- (8) Have sufficient funds to defray costs of attendance.
- (9) Soldier must be in the rank of SPC or above.
- (10) Have no convictions of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- (11) If age 30 or over, have completed a periodic physical exam within the last five years. The Pre-execution Checklist must be completely filled out, initialed by the first line supervisor and signed by the Soldier and the commander.
- (12) Soldiers who have a permanent profile designator of “3” or “4” must include a copy of their DA Form 3349 and the results of their military review board (MMRB) as part of the course application. Soldiers who have been before an MMRB, or similar board, awarded medical limitations, and allowed to retain their occupational classification, may attend WLC and train within the limitations of their profile – provided they can otherwise meet course prerequisites and graduation requirements. The Soldier’s profile must not prevent them from carrying 50 pounds combat load.

c. The priorities for WLC attendance are as follows:

- (1) First priority : Staff Sergeants promoted without WLC.
- (2) Second priority: Sergeants that are not WLC graduates.
- (3) Third priority: Specialists/Corporals (P). These Soldiers are prioritized within this category as follows:
  - (a) SPC/CPL (P) who have met the cut-off score.
  - (b) SPC/CPL (P) in MOSs which would have had additional promotions if more promotable SPC/CPLs had available and identified as “STAR MOS” by monthly HRC Promotion Cut-off Memorandum.
  - (c) SPC/CPL (P) in other MOS serving in authorized NCO position based on the highest number of promotion points.
  - (d) All other SPC/ CPL (P) on recommended list based on the highest number of promotion points.
- (4) Fourth Priority: SPC/CPL in leadership positions. In order to fill all WLC training seats, non-promotable SPC/CPL with demonstrated leadership potential may attend WLC only when all higher OML categories are exhausted.

d. References. Soldiers are encouraged to reference the websites of USASMA (<https://www.bliss.army.mil/usasma/usasma.asp>) and Eighth Army’s Wightman NCOA (<http://8tharmy.korea.army.mil/NCOA/default.html>) for additional information.

### **3-61. Advance Leaders Course Common Core (ALC-CC (DL))**

a. ALC-CC (DL) is an 80.4hr, 90 day web-based, self-paced, highly facilitated course that replaced the Basic Noncommissioned Officer Course Common Core (ALC-CC) taught in resident, video tele-training (VTT), and mobile training team (MTT) formats. ALC Eighth Army ALC.

b. All students will be required to complete all quizzes, practical exercises, and discussion questions. Students must score a 70% or above on each end of module exam to pass the course. Completion of common core and technical phases are required to be considered as a graduate of ALC.

c. A DA Form 87, Certificate of Training, will be provided upon completion of ALC-CC. Schools will provide a DA Form 1059 upon completion of Technical Phase(s). USASMA will issue an ALC-CC 1059 for those military occupational specialties that do not have a technical phase.

### **3-62. Senior Leaders Course (SLC)**

NCOs requiring attendance to SLC will normally attend in a TDY enroute status. NCOs with approved AIP are eligible to attend SLC in a TDY and return status, but must have at least six months remaining in Korea upon successful completion of the course. In some cases, NCOs will PCS to their follow on duty stations and attend SLC from there. Soldiers are encouraged to reference the USASMA website for additional information (<https://www.bliss.army.mil/usasma/usasma.asp>).

### **3-63. Battle Staff Noncommissioned Officer Course (BSNCOC)**

BSNCOC will be instructed in Eighth Army by using VTC capabilities in the Digital Training Facilities and the Battle Simulation Center. The goal is to instruct BSNCOC annually for NCOs in or slated to fill staff positions. Prerequisites and course curriculum is determined by AR 350-1 and directives published by TRADOC and USASMA. Soldiers are encouraged to reference the USASMA website for additional information (<https://www.bliss.army.mil/usasma/usasma.asp>).

### **3-64. Commander's Safety Course (CSC)**

DA has directed that all Company Grade officers take the online CSC prior to assuming command. Additionally, officers selected for Battalion and Brigade level command must complete CSC prior to attending the pre-command course. This course is optional for designated safety officers and safety NCOs. It is not necessary to wait for selection to command or be directed to take the course. Soldiers and civilians may register for CSC at any time. It is available at <https://safetylms.army.mil>. Login requires AKO username and password.

### **3-65. Additional Duty Safety Course (ADSC)**

The US Army Combat Readiness Center has developed an online ADSC. The course focuses on additional duty safety personnel from company through Brigade level. Additional duty safety personnel are required to complete the ADSC within 30 days of appointment. Additional duty safety personnel who have already completed a formal course of instruction recognized by the Army Combat Readiness Center are not required to complete the online ADSC. However, all safety personnel regardless of training are highly encouraged to complete both the ADSC and the CSC in order to broaden their safety expertise. Eligible Soldiers and civilians may register for ADSC at any time. It is available at <https://safetylms.army.mil>. Login requires AKO username and password.

### **3-66. Military Occupational Series Individual Training (MOSIT) Contract Courses**

HQ, Eighth Army, ACS, G3 Training and Exercise (EAGC-TREX) contracts MOSIT with an accredited civilian education/training institution. The contractor conducts MOSIT courses throughout Eighth Army and manages the program through area representatives located at installation education centers. The ACS, G3 Training Administrator serves as the Quality

Assurance Evaluator (QAE) for contractor performance and support to the Eighth Army MOSIT Program. Eighth Army subordinate commanders, leaders, supervisors, training personnel and community education center staffs are responsible for coordinating, validating and scheduling MOSIT courses as well as providing required classroom space and training aids. Only courses approved by DA or other appropriate agencies will be authorized to be conducted in Eighth Army. All Soldier Training Courses are designed to provide non-credit technical/occupational skills training in job-related MOS courses to individuals and/or small groups. Training must relate to MOS or specific job or duty assignment.

a. MOSIT training will be used when "in-house" resources, personnel, and materials are not available or are insufficient at the unit level. Strict controls are to be established to ensure MOSIT is only used when a valid need exists and programs of instruction (POI) are approved by HQ, Eighth Army, ACS, G3, Training Administrator.

b. MOSIT courses will not be used to relieve unit officers and NCOs from their training roles. Tactical training or any other training that the command has an inherent responsibility to conduct will not be provided under MOSIT.

c. Eighth Army is presently conducting Unit Armorer, English Language Training Program for KATUSA Soldiers, and DTMS as contracted training courses through Central Texas College (CTC). Other courses may be approved and added as required. Contact ACS, G3 Training Division, Training Operations Branch for procedures for ordering and conducting courses.

### **3-67. Mobile Training Team (MTT) Courses**

Currently Eighth Army ACS, G3 coordinates for several courses to be conducted via MTT. MTT training is expensive and requires detailed advance planning to ensure maximum number of personnel are available and present for scheduled training. Eighth Army, ACS, G3, Training Division objective is to schedule MTT training at least 9-12 months out. MTT classes will be published in the quarterly Eighth Army, ACS, G3, Training Division Newsletter. Eighth Army, ACS, G3, will prioritize MTT training requirements and fund those of the highest priority. Limited funding prevents the scheduling and execution of numerous MTTs. MSCs requesting unit specific MTTs will fund all costs associated with the MTT. Local commanders must fund TDY costs for personnel sent to training out of their commuting area.

a. Each MSC or Installation Commander will be provided allocations for each class based on number of personnel requiring training. Every attempt will be made to conduct training on location where the majority of students are stationed.

b. MSCs and/or installations tasked to host/sponsor MTT training will provide adequate classroom space, training aids and equipment during the course.

c. Each host MSC/installation will coordinate assistance to personnel arriving TDY in locating and acquiring billeting and making dining arrangements.

## **Chapter 4 Civilian Training**

### **4-1. Overview**

a. Army Civilians largely support the Army enterprise and the Generating Force, and they are increasingly contributing to the Operating Force as expeditionary employees. We expect that the



21st Century all-volunteer Army will continue to rely heavily on the leadership contribution of its Civilians. Our approach to civilian leader development leverages existing capabilities that the uniformed force uses for leader development while preserving the unique characteristics of the Army Civilian Corps.

b. The Department of the Army (DA) is increasingly reliant on the Army Civilian Corps to sustain the institutional Army and support the Operating Force. The civilian cohort is an integral and critical component of the Department of the Army team, vital to the Nation's security and essential to the Army's success in peace and war. Our civilian workforce is dedicated, professional, multi-skilled, and diverse. This dynamic cohort supports the Soldier, sustains the institution, and remains poised to meet the challenges of the 21st Century.

c. The [Army Leader Development Strategy](#) details the challenges facing the Operating Force: The future is characterized by uncertainty, complexity, and rapid change. Leaders in the Operating Force must be prepared to anticipate change, create opportunities, and manage transitions. These leaders must be innovative and able to operate in conditions of decentralized authority. The [Army Civilian Corps](#) – now comprising the bulk of the Generating Force – must keep pace with the needs and challenges of the Operating Force in order to fully support and sustain it. To that end, our civilian cohort must have a development system that is requirements-based, deliberate, continuous, sequential, and progressive.

#### **4-2. Civilian Leader Development Goals**

a. Civilian leaders lead people and manage systems to achieve organizational goals. Leadership, as defined in [FM 6-22](#), is the process of influencing by providing purpose, direction, and motivation. Leader development occurs through a career-long process of training, education, and experience. [FM 6-22](#) provides the foundation for leadership competencies, and the DoD Leader Development Framework, in support of [OPM's Executive Core Qualifications](#) (ECQ), gives an expanded set of competencies for leadership and management.

b. For the Department of the Army (DA): The Department sustains a civilian workforce with the right technical/leadership mix to meet all DA missions and requirements.

c. For the Individual: Army Civilians have the opportunity to reach their full potential, limited only by their ability, aspiration, and initiative. Such opportunity includes experiences in joint and interagency environments, and potential membership in cadres designed to fill key leadership positions. As with the uniformed cohorts, we will develop civilian leaders who are:

- (1) Competent in their core proficiencies.
- (2) Innovative and adaptive.
- (3) Able to operate in Joint, Interagency, Intergovernmental, and Multinational environments, and leverage other capabilities in achieving their objectives.
- (4) Courageous enough to see and exploit opportunities in the challenges and complexities of the environment.
- (5) Capable of operating and providing advice at the national level.
- (6) Grounded in Army values and the live the Civilian Creed.

- (7) Culturally astute with respect to agencies outside DA or DoD.
- (8) Broad enough to function in many contexts of DA.
- (9) Institutionally adaptable.
- (10) Able to lead rapid change.

#### **4-3. Types of Training**

a. Mandatory Training. Mandatory training is training that DA deems critical for the safety or ethical support of its workforce. This training is mandated for all DA Soldiers and civilians. Organizations must ensure, track, and report attendance for each mandatory training task. Mandatory training requirements for DA Civilians are provided in [AR 350-1](#).

b. Required Training. Required training is training that is deemed necessary to perform in a position. This training may be determined by the DA or individual organizations.

c. Functional Training. Functional courses prepare Army personnel for assignment to special units or specific duty positions, or enhance cross-functional capabilities to support overall understanding of the organization, increasing value to the Army. These courses provide Soldiers and DA civilians an opportunity to acquire duty position–required skills and knowledge unobtainable by attending other institutional courses.

d. Self-Development.

(1) Self-development is development initiated by the employee, such as participation in professional, community, or social organizations or attending formal classroom training.

(2) Employees may be encouraged to participate in self-development activities. However, the employee must not be expected to bear the expense if a development activity is identified as recommended or required for the job, and is appropriate for organizational funding.

(3) The US Army Self Development Handbook, published by the Center for Army Leadership, can be located at [http://usacac.army.mil/CAC2/CAL/repository/SDev\\_Handbook20.pdf](http://usacac.army.mil/CAC2/CAL/repository/SDev_Handbook20.pdf).

e. Training on Duty.

(1) Mission-Related Training. Mission-related training courses and programs are related to the employee's current position. Employees enrolled in mission-related distributed learning (DL) or non-resident courses may be allowed to work on the course during duty hours. The amount of duty time afforded by the supervisor to the employee for coursework will depend on mission requirements and nature of the course. For example, the employee may not be provided much time to work on courses if mission requirements are significant. Employees are not expected to be given more than two duty hours for course work if a course can be completed in 1-2 hours. Some courses will require more hours of study during the duty hours. For example, an employee taking the non-resident version of a [Civilian Education System](#) (CES) course may be authorized 3-5 hours of duty time per week, while only 1-2 hours per week may be given to an employee taking an information technology course online. Supervisors must determine the number of hours permitted based on a review of the course workload and discussion with the employee. Supervisors must consider that the course is directly related to the mission. Therefore, it is in the best interest of the

supervisor and the organization for the employee to complete the course and to allow the employee to work on the course during duty hours.

(2) Self-Development. Supervisors must consider allowing employees duty time to accomplish self-development training. The employee's self-development may be linked to improvements in duty performance. For example, supervisors must encourage employees to access Smartforce or Skillsoft e-Learning courses during duty hours for self-development. Duty hours must not be used for coursework if training cannot be linked easily to duty performance or mission accomplishment. Employees are responsible for demonstrating duty performance linkage of self-development initiatives to the supervisor for approval.

f. Distance and Distributed Learning.

(1) Distance learning is a valuable tool to increase training availability while reducing cost per training hours. Distance learning may provide new opportunities for training more employees within available resources. Online DL programs are available in which the workforce may enroll and complete at the work location. The Army Distance Learning Program provides detailed information on DL initiatives available to the workforce at <http://www.atsc.army.mil/accp/aipdnew.asp>.

(2) SmartForce or SkillSoft. A catalog of online courses is available to the workforce through the SmartForce and SkillSoft programs. The program provides authorized, web-based access to over 1,500 information technology, and business skills and interpersonal skills anywhere Internet connectivity is available. DA Military and civilian employees must create a username and password to access the training available through SmartForce and Skillsoft. An active Army Knowledge Online (AKO) account is required to establish a username and password. Registration must be completed through ATRRS. SmartForce and SkillSoft is available at <https://usarmy.skillport.com/skillportfe/custom/login/usarmy/login.action>.

#### **4-4. Individual Development Plan (IDP)**

Completing an IDP is an annual requirement that will assist all USARPAC personnel reach career goals. The IDP is a 3-year plan which outlines training requirements.

a. The Army Civilian Training Education and Development System (ACTEDS) plans outline civilian employee career goals that can be used to develop the IDP for occupations included in a specific career program.

b. Supervisors and employees will develop the IDP in accordance with a specified Career Program (CP) ACTEDS plan, as applicable. The supervisor and employee must jointly identify training relevant for professional growth if there is not a designated CP for the employee.

c. Supervisors and employees will develop IDPs yearly. IDPs will be updated throughout the performance period as needed or required by individual and mission essential demands. Training identified on the IDP must indicate requirements for employees to perform specific job functions or support the organization's mission. Training requirements must be projected 3-5 years in advance to support the Army program objective memorandum (POM) process.

d. IDPs are inspectable items. Records must be kept on every USARPAC employee.

e. IDPs will be used to analyze and determine civilian training requirements and resource needs for the organization. Identified training requirements will be captured in The Total Army Centralized Individual Training Solicitation (TACITS) survey on a yearly basis.

#### 4-5. Training Management and Requirements Systems

a. The [Army Training Requirements and Resource System \(ATRRS\)](#) is a DA management information system of record for managing student input and enrollment in training. The Web-based system integrates manpower requirements for individual training with the process by which the training base is resourced and training programs are executed. This automation support tool establishes training requirements, determines training programs, manages class schedules, allocates class quotas, makes seat reservations, and records student attendance.

b. The [Civilian Human Resources Training Application System \(CHRTAS\)](#) is a sub-system of ATRRS developed to manage civilian training programs and requirements, class quotas and schedules, seat reservations, and attendance records. [CHRTAS](#) is used to enroll in [CES](#) courses that are comprised of DL and resident phases. Additionally, [CHRTAS](#) is used to manage functional training, and track and manage other organization-specific training. The [CHRTAS](#) webpage is located at <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>.

c. The [Digital Training Management System \(DTMS\)](#) is a web-based system customized to implement [FM 7-0 \(Training for Full Spectrum Operations\)](#). [DTMS](#) provides the ability to plan, schedule, and manage unit and individual training. Unit mission and mission essential task list development is linked directly with unit training plans, preparations, and execution while capturing detailed records of all training processes and products. [DTMS](#) is the Army's required training management system for military units and Soldiers in accordance with [AR 350-1](#).

d. The [Defense Civilian Personnel Data System \(DCPDS\)](#) is a computer-supported system designed to improve the accuracy, responsiveness, and usefulness of data required for civilian personnel management within the Department of Defense (DoD) and DA. Each civilian employee has a master record reflecting over 15,000 characters of data. The database contains current historical position and employee personnel management data, such as education level, work experience, current grade and step, awards history, projected training requirements, and completed training. Civilian training records must be tracked in the [DCPDS](#). Training administrators may obtain access to the [DCPDS](#) through the specific organization's CPAC office. Individuals may update [DCPDS](#) training records through [MyBiz](#) accounts.

#### 4-6. Use of Standard Form (SF) 182

a. Employees are responsible for providing completed [SF 182](#) (Authorization, Agreement and Certification of Training) to the G-3 and supervisor for all training.

b. HQDA (G1, Civilian Personnel) issued guidance requiring all Army civilian employee training to be entered into [DCPDS](#). Training data must be entered into [DCPDS](#) via the completed [SF 182](#), or by uploading the training data with the existing DCPDS mass training update process. Civilian training data will be periodically extracted from [DCPDS](#) and submitted to the [Office of Personnel Management \(OPM\)](#) to meet the reporting requirement. Completed [SF 182s](#) may be provided to the local Training Administrator, or as directed locally, for input into [DCPDS](#).

c. [CHRTAS](#) and [ATRRS](#) will not automatically populate DoD or DA schoolhouse attendees and courses processed into [DCPDS](#).

#### 4-7. Civilian Education System (CES)

a. [CES](#) is a progressive and sequential leader development program, centrally-funded by HQDA, that provides enhanced leader development and education opportunities throughout DA

civilian careers. [CES](#) offers four DL courses and three blended learning (combined DL and resident) courses, which replace previous civilian legacy courses and continuing education courses for senior leaders. Information on applying for equivalency or constructive credit is available in b, below.

(1) [The Foundation Course \(FC\)](#) provides an orientation to the Army and its systems, and begins the development of an effective Army team member. [FC](#) is a DL course which requires 57-hours to complete. The course progresses from self-development skills through career progression and maintaining competence and developing self-awareness, to personal health. Students will be introduced to a series of administrative requirements for Army personnel. DA civilians hired since 1 October 2006 are required to complete the [FC](#) within the first year of employment. Students will develop an understanding of the following:

- (a) DA composition, ranks, structure, customs, traditions, and values and the integration into DoD.
- (b) DA leadership doctrine and styles, and ethical standards.
- (c) Group development theories for strategies to address conflict.
- (d) Communication basics including DA communication types, and skills for listening, providing feedback, and oral and written communication.

(2) [The Action Officer Development Course \(AODC\)](#) provides an overview of actions and responsibilities that are required of an action officer. Students will understand the function of an Action Officer and the expectations of managers and staff after completion of the course. Students will be able to apply problem-solving and time management techniques, and demonstrate effective communication (oral and written) and military briefing skills. The [AODC](#) is a DL course which has 39 credit hours with 13 modules.

(3) [The Basic Course \(BC\)](#) will teach students to effectively lead and care for teams. [BC](#) educates the direct level supervisor or team leader according to leadership and management skills to facilitate mission accomplishment. This course utilizes blended learning with a combination of DL through the Internet, followed by classroom education. Students successfully completing this course will understand and apply basic leadership skills to lead and care for small teams. The resident session is 2 weeks in length and DL completion is a pre-requisite for resident registration and attendance. [BC](#) is required for all Additional [BC](#) objectives include—

- (a) Apply effective communication skills to build a team.
- (b) Demonstrate internal and external situational awareness and direct teams accordingly.
- (c) Develop and mentor subordinates.

(4) [The Supervisor Development Course \(SDC\)](#) provides an overview of basic supervisory and human resource skills. [SDC](#) is a required course for newly appointed civilian and military supervisors of civilian personnel. Students successfully completing this course will be able to—

- (a) Understand the demands of new supervisors.
- (b) Successfully manage and lead civilians.

(c) Understand personnel management and training procedures.

(5) [The Intermediate Course \(IC\)](#) will prepare DA civilians for increasing responsibilities. This course is a combination of DL through the Internet, followed by classroom education. The students will enhance leadership abilities and develop skills to manage human and financial resources, and display flexibility and resilience with a focus on the mission. The resident session is 3 weeks in length and DL completion is a pre-requisite for resident registration and attendance. Students successfully completing this course will be skilled in—

(a) Direct and indirect supervision.

(b) Developing cohesive and efficient organizations.

(c) Leading people and managing resources.

(d) Implementing change while demonstrating effective thinking and communication.

(6) [The Manager Development Course \(MDC\)](#) provides an overview of managerial skills. Students successfully completing this course will understand the demands of a newly appointed DA civilian manager. Additionally, the student will possess the knowledge and skills to perform managerial duties at high levels in diverse organizations. [MDC](#) is a DL course and required for managers of civilian employees whose responsibilities include managing work of subordinate supervisors.

(7) [The Advanced Course \(AC\)](#) is designed for civilian leaders, GS-13 to GS-15 or equivalent, who exercise predominately indirect supervision. [AC](#) is a combination of DL through the Internet, followed by classroom education. The resident session is 4 weeks in length and DL completion is a pre-requisite for resident registration and attendance. Students successfully completing this course will be skilled in—

(a) Leading a complex organization in support of national security and defense strategies.

(b) Integrating DA and joint systems in support of the Joint Force.

(c) Inspiring vision and creativity.

(d) Implementing change and managing programs.

(8) [Continuing Education for Senior Leaders \(CESL\)](#).

(a) [CESL](#), phase 1, is DL and open to all personnel (military and civilian). [CESL](#) provides senior leaders with scenarios including current issues and challenges facing civilian and military leaders, and provides a continuing education program on specific topics. Students successfully completing Phase 1 of this course and meeting other attendance requirements (senior civilian leaders, GS-14 to GS-15 or equivalent) will be eligible for Phase 2.

(b) [CESL](#) Phase 2 is a 4.5 day resident course. It will address emerging competencies and strategic challenges facing the institutional DA. Senior Army Civilian Corps leaders will have an opportunity to receive training in business acumen required for DA transformation and continuous improvement across the DA enterprise. Issues discussed and concepts learned at



Phase 2 will have a direct, positive impact upon the business leadership and management practices of the participants' home organizations. Selection for senior civilian leaders to attend Phase 2 will require a letter of endorsement from a Senior Executive Service member, or General Officer in the chain of command.

(9) [DoD Executive Leadership Development Program \(DELDP\)](#). [DELDP](#) is designed for highly motivated DoD employees, GS-12 to GS-14 or equivalent, who have demonstrated outstanding leadership potential. Participants must have initiative, professional excellence, community involvement, commitment to public service, and integrity. Performance must reflect an interest in moving into senior management positions. Participants must be receptive to a training methodology whereby participants assume responsibility for learning. [DELDP](#) presents opportunities to learn and participants are responsible for taking advantage of the opportunities presented. Additional information is available at <http://cpol.army.mil/library/train/catalog/ch04deldp.html>.

(10) [Defense Senior Leader Development Program \(DSLDP\)](#). [DSLDP](#) is a DoD-wide program designed for individuals, GS-14 to GS-15 or equivalent, leading high performing organizations and programs with potential and motivation to be in more senior leadership positions throughout the enterprise. Candidates are identified, through command channels, with the utilization of [DSLDP](#) graduates in the joint arena and benefiting DoD. Selectees pursue program elements as a cohort over a rigorous two years, to include attending Professional Military Education (PME) or Senior Service College (SSC). Additional information is available at <http://cpol.army.mil/library/train/catalog/ch04dsldp.html>.

(11) [Senior Service Colleges \(SSCs\)](#). [SSCs](#) are the capstone of professional military academic experience to include the National Defense University Industrial College of the Armed Forces, or the National War College. The Army War College (resident and distance education programs), Air War College, and Naval War College are examples of service war colleges. The primary format for instruction is a seminar augmented by lectures and research. The [SSC](#) is for individuals at the current or previous GS-14 to GS-15 levels and equivalent National Security Personnel System pay bands (Pay Band 3) with extensive demonstrated leadership and work experience.

b. DA civilians who have completed legacy civilian education coursework, or prior service military members successfully completing the legacy, Non-Commissioned Officer Education System (NCOES), Warrant Officer Education System (WOES), or Officer Education System (OES) coursework may be eligible to receive equivalency or constructive credit for CES courses. Eligibility requirements and procedures are located at <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1>. Further information on CES and course enrollment can be found on the AMSC website at <http://www.amsc.belvoir.army.mil/academic/ces/>

## **Chapter 5**

### **KATUSA Soldier Training**

#### **5-1. Purpose**

This chapter outlines policies, responsibilities and procedures for training KATUSA Soldiers in Eighth Army. Chapter 6, AK Reg 600-2 parallels this chapter. The regulation with the most recent effective date between AK Reg 350-1 and AK Reg 600-2 will establish the current KATUSA Soldier training guidance and requirements.

## **5-2. Scope**

Training for KATUSA Soldiers includes individual and unit training outlined in AK Reg 350-1 and training directed by ROK law and ROKA policies. ROKA Staff Officers attached to Eighth Army units will participate in ROKA directed training and are encouraged to participate in Eighth Army training. KATUSA Soldiers will participate in ROKA directed training except in special circumstances identified in paragraph 5-5 below.

## **5-3. Policy**

The Eighth Army will provide challenging and quality training to KATUSA Soldiers. These well educated and highly motivated Soldiers provide US Army units in Korea continuity, regional expertise, and critically needed manpower. They are essential to successful combined operations. Although some cultural and language barriers exist, they can be overcome through dedicated leadership, effective training, and progressive educational programs.

## **5-4. Responsibilities**

a. Eighth Army, G37 Training and Exercise Division will:

- (1) Act as the proponent for all Eighth Army directed KATUSA Soldier training.
- (2) Supervise the operations of the KATUSA Soldier Training Academy (KTA).
- (3) In coordination with the ROKA Support Group (RSG), establish policies on training and graduation requirements for KATUSA trainees at the KTA.
- (4) Provide training on the customs and operating procedures of the U.S. Army to KATUSA Soldiers at the KTA.
- (5) Provide the Korean Service Corps a copy of the annual KTA training schedule immediately after it is published.
- (6) Through the KTA, Korean Service Corps conduct KATUSA English Language Program (KELP).
- (7) Conduct staff assistance visits to provide overall supervision and quality control for the KATUSA Soldier training program.
- (8) Resolve training concerns and issues.
- (9) Provide Allocations to MSCs for KATUSA Soldier attendance at WLC and notify RSG.
- (10) Coordinate with Eighth Army SJA to ensure that KATUSA training is funded in accordance with all applicable laws and regulations.

b. Eighth Army MSCs will:

- (1) Train each KATUSA Soldier and certify them in their assigned MOS within 6 months of assignment.
- (2) Conduct sustainment training for unit unique, critical MOS and common tasks throughout the KATUSA Soldier's tour.



(3) Inspect KATUSA Soldier training as part of the Command Inspection Program (CIP) and Staff Inspection Program (SIP) by KATUSA Soldier Program Checklists.

(4) Issue KATUSA Soldiers and their NCO leaders appropriate Soldiers' and common task manuals. Include KATUSA NCOs in the unit NCO Development Program (DP).

(5) Ensure all U.S. and KATUSA Soldiers receive training on AK Reg 600-2 to ensure that all Soldiers are knowledgeable of the regulation's contents. This training should be conducted upon initial assignment to the unit and at least twice per FY thereafter.

(6) Include KATUSA Soldier awareness training in unit Officer DP and NCODP at least twice per FY. Assistance for these classes is available from Eighth Army, G37 TREX, ATTN: EAGC, Unit #15236, APO AP 96205-5236.

(7) Maintain an OML for attendance to the WLC.

(8) Ensure full integration and orientation of newly assigned KATUSA Soldiers. This can be entrusted to the unit's RSO.

c. Consistent with AK Reg 600-2, the ROKA Support Group will:

(1) Provide all KATUSA Soldiers ROKA basic training before assignment to KTA.

(2) Coordinate with HQ, ROKA and Eighth Army, G37 TREX, to maintain, but not exceed, 100 percent fill IAW the KTA class schedule. Will ensure KTA class dates are deconflicted with the Command's training schedule.

(3) Before KATUSA Soldiers complete training at the KTA, assign KATUSA Soldiers a MOS. Soldiers are assigned via computer factors of each Soldier's education level, college major, any special civilian occupation or license and English tests scores, and Eighth Army's personnel needs in making this assignment.

(4) Manage KATUSA Soldier assignments IAW each soldier's assigned MOS and the current KATUSA Soldier Manning Document and Eighth Army's needs.

(5) Conduct KATUSA Soldier ETS training.

(6) Monitor the training climate of all units with KATUSA Soldiers.

(7) Provide Eighth Army, G37 TREX, the annual Nonsan Basic Training Course schedule so that the KTA training schedule can be formulated.

(8) The unit's RSO ICW the unit commander will ensure full integration and orientation of newly assigned KATUSA Soldiers. This orientation should include security training and the unit and the Eighth Army regulations and policies.

(9) Refer to Eighth Army, G37 TREX, all training concerns and issues for review, resolution and correction.

(10) Ensure all KATUSA Soldiers assigned to RSG and ROKA Staff Offices are trained in their MOS skills necessary for mission accomplishment.

(11) All ROKA Officers and /NCOs working in Eighth Army will participate in a RSG Eighth Army orientation class.

#### **5-5. ROK Law and ROKA Directed Training**

KATUSA personnel serving with the U.S. Army remain subject to ROK law and ROKA directed training. U.S. commanders are responsible to ensure this training is accomplished and to integrate it into the unit's short and long-range training plans. ROKA Staff Officers and NCOs will conduct ROKA directed training.

a. Commanders will allocate two (2) hours on Wednesday to ROKA directed training. All ROKA directed training will be conducted during normal duty hours. ROKA directed training must be coordinated and included on unit training schedules.

b. All KATUSA Soldiers will attend ROKA directed training except when involved precluded by field training and major exercises. KATUSA Soldiers who miss ROKA directed training will make-up missed training within ten (10) days of completion of the exercise or field training. This make-up training will be conducted during normal duty hours. Absence from training and make-up training must be coordinated with the ROKA Staff Office.

c. Commanders will keep their ROKA Staff/LNOs abreast of training plans. Commanders will assist and support ROKA instructors in resourcing ROKA directed training.

d. ROKA Staff Officers/NCOs will provide the unit commander with a training schedule of subjects for ROKA directed training at least six-weeks prior to the training being conducted. Commanders should periodically attend ROKA directed training.

#### **5-6. Eighth Army Training Requirements**

a. KATUSA MOS Training:

(1) Commanders will train and certify each KATUSA Soldier on MOS and AWT tasks that support the unit's collective tasks and mission. The status of KATUSA Soldier MOS certification will be reported each month along with the monthly KATUSA Unit Manning Report and during the unit's TLDB. The status will be reported as a percentage of KATUSA Soldiers certified versus the number of KATUSA Soldiers assigned to the unit greater than six (6) months. KATUSA Soldiers will be MOS certified within six (6) months of assignment. EA Form 657-R-E (KATUSA Soldier KATUSA MOS Certification Training Record) is a locally reproducible training record to aid in maintaining the training status of KATUSA Soldier MOS certification.

(2) KATUSA Soldier KATUSA MOS Certification Procedures:

(a) The KATUSA Soldier MOS Certification Training Record (EA Form 657-R-E) will be initiated at the KTA. KTA personnel will complete personal data and enter the current FY AWT data on the record. New KATUSA trainees will receive initial training and evaluation on these common tasks at the KTA. This evaluation will be annotated on the training record.

(b) The KTA will send the KATUSA Soldier MOS Certification Training Record (EA Form 657-R-E) to each unit with graduating KATUSA Soldiers. Each unit commander and subordinate unit leaders (squad, section and platoon) must identify critical Individual and Collective Level 1 Duty Tasks that the KATUSA Soldiers must be able to perform to support the unit's collective tasks. These tasks can come from Soldier's manuals or be tasks that are duty position unique (i.e. maintaining KATUSA Soldiers Clothing Maintenance Allowance System (CMAS)

records, operating assigned vehicles, operating mission critical automation equipment (GCCS-K, ADOCS)). These tasks are entered on the training record with sufficient identification data (task # and title from Soldier's manual; AR, FM, or TM paragraph. and title, etc.) to allow trainers to easily reference source requirements to train and evaluate to "task, conditions, and standard." The number of tasks should be limited to 25 or fewer tasks.

(3) Section leaders will train and evaluate KATUSA Soldiers on these tasks. Evaluation results will be annotated on the training record. Once a KATUSA Soldier has successfully demonstrated 100% "go" on AWT and 100% "go" on Level 1 Duty Tasks the KATUSA Soldier is considered KATUSA MOS certified. The certification statement on the training record will be dated and signed. KATUSA Soldier's KATUSA MOS certification will be reported during SATBs as a percentage of KATUSA Soldiers certified against the number assigned to the unit greater than six (6) months. (For example: A unit has 45 KATUSA Soldiers assigned with 31 KATUSA Soldiers assigned greater than six (6) months. Of these 31 KATUSA Soldiers, only 25 have been MOS certified. The reportable percentage would be 80.6% (25/31))

(4) The unit commander and subordinate unit leaders (squad, section, platoon) must identify critical Individual and Collective Level 2 Duty Tasks that the KATUSA Soldiers must be able to perform at the NCO level to support the unit's collective tasks. These tasks are used to identify professional development training requirements only. These tasks are not part of KATUSA Soldier's KATUSA MOS certification.

b. Eighth Army Individual Training. KATUSA Soldiers will complete all Eighth Army individual training required by AK Reg 350-1, except reenlistment-related training.

c. Noncommissioned Officer PD Training. Commanders will ensure that KATUSA Soldier NCOs attend NCOPD training along with their U.S. NCO counterparts.

d. KATUSA Language Training. To fight effectively as part of the U.S. Army team, KATUSA Soldiers must have English language skills. The English Language Training Program is formal classroom training conducted during initial entry training at KTA per G37 TREX guidance.

(1) Centralized KTA KERP.

(a) Upon assignment to the KTA, all KATUSA Soldiers will be administered the American Language Course Placement Test (ALCPT) by the KTA as a pre-test for class placement.

(b) Following the pre-test, all KATUSA Soldiers will attend a 56- hour KERP course as provided by KTA.

(c) Upon completion of the KERP course, all KATUSA Soldiers will take the ALCPT post-test.

(d) The KTA Commandant will coordinate with ROKA Support Group to ensure that appropriate personnel and/or training records are annotated with the ALCPT post-test score prior to leaving KTA.

(e) Commanders receiving KATUSA Soldiers without an ALCPT test score are to contact the KTA to obtain a copy of test results.

(2) Ensure that KATUSA Soldiers receive on the job English training on military terms related to their MOS and mission during normal work activities.

## **5-7. KATUSA Soldier ROKA ETS Training**

KATUSA Soldiers must complete ROKA Expiration Term of Service (ETS) Training before separation from active duty.

a. Brigade and separate battalion ROKA Staff Officers/NCOs conduct ETS Training during the last seven (7) working days the KATUSA Soldier is on active duty.

b. ETS training will not exceed three (3) days in duration.

c. ROKA Staff Officers attached to Eighth Army units will notify unit commanders of who must attend ETS training at least six (6) weeks before it is conducted. Unit commanders will inform their KATUSA Soldiers of the location, date, and time of ETS training.

d. When possible, KATUSA Soldiers will remain billeted in their unit area during ETS training.

e. If this is not feasible, commanders will:

(1) Coordinate with the installation commander hosting ETS training to schedule temporary billeting. This coordination should be made at least 15 days before the training. Installation commanders will provide appropriate transient housing to support external KATUSA Soldiers present for ETS training.

(2) Provide US government transportation to/from the ETS training installation, if required.

(3) Exempt KATUSA Soldiers from other duties while they attend ETS training. KATUSA Soldiers will continue to perform assigned duties until seven (7) working days before ETS.

(4) Ensure that a U.S. officer in the grade of Lieutenant Colonel or higher will address all KATUSA Soldiers undergoing ETS training at a KATUSA Soldier ETS ceremony. This U.S. officer will express appreciation for KATUSA Soldiers' service. The ROKA LNO at each ETS training installation will coordinate for the U.S. officer speaker.

## **Chapter 6 Training Resource Management**

### **Section I Ranges and Ammunition**

#### **6-1. Introduction**

Commanders of separate companies, battalions, and higher level units, must know how to estimate and budget training resources to ensure optimal use. All training resources must be programmed well in advance and actively managed. Training plans will include extensive use of training devices, constructive and virtual simulators to maximize the training value from live training.

#### **6-2. Training Ranges and Areas**

a. US Managed Training Areas. Eighth Army has overall responsibility for managing US controlled training lands to ensure commanders are provided with sufficient access to training lands in Korea for continual support of US operation and maintaining combat readiness. Commanders must consider the effects of training on the environment and the communities around

the training land and installations. The environment can be treated as a training resource rather than a restraint. Sustaining the resources available now provides continual use of these training lands for units now and in the future.

(1) Eighth Army has established procedures to achieve optimum, sustainable use of maneuver/training areas by implementing a uniform land management program. In Korea, there is insufficient space to support large unit exercises; commanders must examine other training alternatives.

(2) Eighth Army has established Range Control Centers throughout Korea that provide expertise to units on use of training land managed by the US. Each Range Control Center provides unique capabilities to the commander for conducting individual and unit training. Commanders should become fully aware of each Range Control Center to ensure effective use of the resources available.

b. ROK Military, ROK Government, and Local Government controlled training lands. USFK and the Korean Ministry of Defense (MND) have developed an agreement to provide US units access to training lands that are managed by ROK military, ROK government and local government. US units are to ensure good stewardship of these training lands during use. Scheduling of these training lands is accomplished annually through Eighth Army, in accordance with the ROK-US Land Partnership (LPP) Regulation 1 for the following calendar year. MSCs must submit their annual request for training lands under the LPP prior to September each year. MSCs must submit their request for use outside the LPP through Eighth Army, G3 Training, TSAK, Range and Training Land Management Branch (RTLMB) no later than 8 weeks prior to the training event.

c. Eighth Army has an established relationship with ROK military units to ensure an acceptable and favorable process is used to provide US units access to ROK military, ROK government, and local government managed training areas.

### **6-3. Ammunition**

Battalions and separate companies must synchronize their FY training ammunition authorizations with a training plan developed from weapons qualification requirements and METL analysis. They must forecast and use their FY authorized training ammunition wisely. Commanders will utilize AK Regulation 5-13, Eighth Army's Policies and Procedures for Munitions Management Using the Total Ammunition Management Information System (TAMIS), to assist their munitions management and accountability in their units. Commanders must understand and use the following training ammunition management tools:

a. DA Pam 350-38, Standards in Training Commission (STRAC) contains weapons standards, training strategies, and resource requirements necessary for planning and conducting individual and collective training. Ammunition requirements in support of training not included in DA Pam 350-38 will be requested in the Total Ammunition Management Information System IAW AK Regulation 5-13.

b. AK Regulation 5-13 defines policies and procedures for using the TAMIS; defines ammunition manager responsibilities; provides ammunition management policies and procedures; and gives specific "how to" guidance for forecasting, accountability and control of training ammunition.

c. The Total Ammunition Management Information System (TAMIS) is the Headquarters, Department of the Army (HQDA), G-3/5/7 Munitions Management Office's accredited system for managing munitions. TAMIS is the only official database to establish, maintain, and manage ammunition requirements, authorizations, forecasts, requests, and expenditures. TAMIS is a web-

based enterprise information system capable of handling large volumes of data. It provides a single system ensuring that information can be shared across all functional and command levels. Although TAMIS processes data defined by the Army as unclassified, it uses advanced security features for additional protection against unauthorized use. TAMIS is accessible via the Internet, in real time, from anywhere in the world. In addition, many tasks in TAMIS can be downloaded to be worked on offline. The files can later be uploaded back into TAMIS.

d. All Eighth Army MSCs are required to maintain their command's database in the TAMIS system. At a minimum, Major Subordinate Commands (MSCs) will:

(1) Appoint on orders, a minimum of two (2) ammunition manager/TAMIS operators. Designate at least two personnel on DA Form 1687, Notice of Delegation of Authority - Receipt for Supplies, as Approvers authorized to sign block 14c on e581 for all subordinate units. A DA Form 1687 will be prepared for each type of ammunition account with authorizations in TAMIS. MSC managers and Brigade Ammunition Officers (BAOs) will approve both issue and turn-in e581s.

(2) Ensure each subordinate unit within their TAMIS hierarchy has at least two (2) TAMIS operators for every ammunition account that has authorizations. These users must be able to perform the duties required at their level, i.e. validate and approve an e581.

(3) Request TAMIS accounts for new users. Requests will be submitted to Eighth Army G3 (EAGC-TREX-TDM) IAW current policy using the most current request form. TAMIS User Request forms will only be submitted for the creation of a new account and not to change affiliations or user rights. Requests to change affiliations or user rights will be accomplished using digitally signed email.

(4) Establish procedures that verify users within their TAMIS hierarchy requesting access to TAMIS are properly trained before submitting account requests to Eighth Army G3, TREX-TDM. Commanders will also ensure that proper controls are in place throughout the command to prevent untrained personnel from accessing the system.

(5) Establish a TAMIS and Munitions Management Training program for their command.

(6) Establish procedures that will ensure all of the user and unit information in the TAMIS Directory is accurate and complete. Report discrepancies that cannot be corrected at your level to Eighth Army's TAMIS support desk located in Eighth Army G3 (EAGC-TREX-TDM).

(7) Set up the Requestors, Validators and Approvers in TAMIS for each subordinate UIC. Approvers and Requestors will be based on DA Form 1687. Validators are not designated on DA Form 1687. An e581 can have the same Validator and Approver; however, the same person cannot request and validate or request and approve the same e581. Property Book Officers will be designated as a Validator immediately following the Requester for all Ammunition Combat Load (ACL) e581s. MSCs have the option to designate Property Book Officers as a Validator for Operational Load e581s.

(8) Request TAMIS accounts for new users. Requests will be submitted to Eighth Army G3 (EAGC-TREX-TDM) IAW current policy using the most current request form. TAMIS User Request forms will only be submitted for the creation of a new account, and not to change affiliations or user rights. Requests to change affiliations or user rights will be accomplished using digitally signed email.

(9) Inactivate TAMIS user accounts when individuals no longer perform ammunition duties.

(a) Remove the user as a POC, if applicable.

(b) Remove the user from the e581 user setup as applicable.

(c) Remove all email routing associations.

(d) Remove all affiliations from the user.

(10) Establish a program to monitor forecasting within the command. Ensure forecasts match training calendars and are not entered into TAMIS “cookie cutter” style; dividing the remaining available quantity by the remaining months in the FY. Additionally, ensure units do not frontload forecasts by entering more than fifty percent of their annual authorizations within the first 120 days of their forecast. Furthermore, ensure that subordinate units forecast 100% of their remaining balances or turn back any unforecasted quantities. Eighth Army can, and may, reduce authorizations by the unforecasted quantity without the MSC or unit manager’s consent.

(11) Comply with the procedures in AK Regulation 5-13 for providing Eighth Army G3, TREX-TDM, next FY’s ammunition requirements.

(12) Upon receipt of the next FY’s Training and Operational Load authorizations, determine internal sub-authorizations, and ensure these authorizations are sub-authorized down to the unit (UIC) level in TAMIS NLT 31 July of each FY. Any authorizations not sub-authorized in TAMIS are subject to be taken away by Eighth Army without prior consent of the MSC or unit managers.

(13) Ensure subordinate units authorizations and expenditures are kept accurate within TAMIS throughout the FY.

(14) Ensure subordinate units drawing dud-producing munitions complete the dud reporting entry in TAMIS within one work day following the end of training. The dud reporting feature is located on the TAMIS home page under Alerts and Notifications.

(15) Ensure subordinate users comply with TAMIS user responsibilities provided in this publication, AK Regulation 5-13, and AK Regulation 700-3.

e. All Eighth Army units must have a standard operating procedure (SOP) or command guidance concerning munitions management strategies and objectives. The SOP or guidance must have a review process to ensure that at least annually, their information is current and that their unit manager is familiar with the command's SOP or guidance.

f. The Training Ammunition Projected Expenditure Report (TAPER) is a tool that provides commanders, who are authorized training ammunition by Eighth Army, a sound approach to controlling the high request/low expenditure ratio that historically exists in training ammunition usage. Commanders must project usage rates annually (broken out by quarter) that support training plans, rather than trying to meet an objective established by a higher HQ. Commanders must then monitor their usage rates quarterly with the goal of meeting their projection within plus or minus five (5) percent. This decentralized system helps manage expenditures and report excesses.

g. The Eighth Army training ammunition expenditure goal is 100% usage of authorized ammunition each FY. However, do not expend training ammunition solely to meet our goal. AK Regulation 5-13 directs units to draw only the quantities of ammunition needed to conduct planned training. Units will only expend training ammunition necessary to conduct valid training and achieve STRAC training strategies. Commanders must ensure maximum training value is obtained

from all ammunition expenditures. Do not expend ammunition solely to prevent turning it back to the Ammunition Supply Point (ASP). The TAPER is a tool you can use to make decisions early to either reshape training, cross-level, or turn-back ammunition authorizations.

h. The Eighth Army, G3 TREX-TDM (Munitions Branch), hosts a semi-annual Munitions Manager's Conference that is open to all munitions managers and Property Book Officers. The objectives of these conferences are to educate managers about munitions management, and discuss topics relating to better management of ammunition in Eighth Army.

i. Eighth Army G3 (EAGC-TREX-TDM) provides ten (10) scheduled TAMIS train-the-trainer classes each fiscal year. Based on the approval of the HQDA TAMIS Project Manager and the Eighth Army G3, TREX Munitions Branch Chief, additional classes may be requested if needed. The objective of these classes is to provide meaningful in-depth TAMIS and munitions management training with interactive student participation, to ensure real-world productivity and implementation in the workplace.

## **Section II**

### **Eighth Army Training Support and Assistance**

#### **6-4. Introduction**

Numerous tools and resources are available to assist units in Eighth Army to conduct effective training. Effective training programs capitalize on use of available range and maneuver land, as well as TADSS. Commanders and training managers must be aware of what training aids are available and how to obtain them. The single point of contact for obtaining these resources is the ACS, G3 Training Division, Training Support Activity-Korea (TSAK). Training managers should identify and request support requirements as early as possible during the preparation and review of training forecasts.

#### **6-5. Training Support Activity Korea (TSAK)**

a. TSAK is assigned to Eighth Army and is under the staff supervision of the ACS G3 Training Division (EAGC-TD). The TSAK HQ is located on Camp Coiner, Building 1164, with Range Control/Training Support (RC/TS) centers located at Camp Casey, Camp Coiner, Camp Humphreys, Camp Carroll, Rodriguez Live Fire Complex and Story Live Fire Complex. TSAK also operates the Eighth Army Water Survival Center at Camp Humphreys. For operating hours call your local RC/TS center.

b. The following services are provided by TSAK:

- (1) Manage the HQDA Range and Training Land Programs within Eighth Army.
- (2) Conduct 5 Year planning for the range development plan (RDP) and "Live" portion of the Integrated Training Investment Strategy (ITIS).
- (3) Provide Eighth Army Range Safety Staff Officers.
- (4) Operate and maintain Eighth Army ranges and training areas peninsula wide.
- (5) Coordinates directly with ROK military to secure use of ROK ranges and training areas.
- (6) Establishes Range Priority Review Board to identify, prioritizes range construction projects and approves the Five-Year Range Development Plan (FYRDP).



(7) Establish and implement procedures to review all proposed ranges for compliance with established training, environmental, and safety requirements.

(8) Participate in the HQDA range prioritization process.

(9) Maintain Eighth Army Regulation 350-10 and AK Pam 350-20.

(10) Program range requirements resulting from the introduction of weapons systems identified in TC 25-8.

(11) Obtain host-nation approval for use of weapon systems within host-nation training areas, as required.

(12) Conduct range safety certification examination and issues range certification cards.

(13) Approve and forward installation Range and Training Facilities Reports to the Department of the Army. Assists/advises units in the formulation and consolidation of all Surface Danger Zone Waivers for ranges, training areas, and firing points.

(14) Issue and maintain TADSS.

(15) Provide instructions on specified TADSS.

(16) Schedules and provides certification training on marksmanship training and MILES systems.

(17) Fabricate non-standard training devices.

(18) Manage contracts in support of simulators and MILES; perform duties as COR/TOR for in-country and DA/CONUS contracts.

(19) Perform and manage TADSS maintenance data.

(20) Schedule usage of specified simulators.

(21) Operate training support centers and marksmanship training facilities using the Range Facility Management Support System (RFMSS) program as well as deconflicting the RFMSS schedule.

(22) Oversee Life Cycle Management of Major Command (MACOM) TADSS.

(23) Program for maintenance, acquisition and fielding of TADSS.

(24) Operate command conference facilities.

(25) Operate the MACOM's Water Survival Training Center.

c. The TSAK Smart Book is located on the portal and contains information on all ranges, training areas and Training Aids, Devices and Simulators (TADSS) equipment under the control of TSAK. It also contains a POC Roster that list all the contact numbers for each of the Range Control/Training Support Centers.

d. Simulations provide leaders with effective alternatives to the problem of limited maneuver training areas in Korea. Simulations also provide cost effective means to improve command and staff tactical proficiency as Operating Tempo (OPTEMPO) resources become limited. For additional information on what simulations are available and how to schedule your units, contact the KBSC at 725-8020.

## **6-6. Training Publications**

Appendix A provides a list of required training publications.

## **6-7. Training Aids, Devices, Simulators, and Simulations (TADSS)**

Battalion-level involvement is the key to the success of employing TADSS at unit level. The battalion commander must ensure that TADSS are properly used to achieve maximum benefit and cost efficiency. To this end, he must incorporate TADSS into training objectives. The unit staff should become the functional expert on TADSS for its subordinate units. This will involve key staff members coordinating with TASK personnel to become familiar with all aspects of TADSS. As a minimum, the unit staff should be familiar with each element of TADSS that its units regularly use. The staff can then guide their units on the successful planning, preparation, and execution of TADSS-assisted training. It is also critical for the unit staff to have knowledge of a TADSS system before its initial use by a subordinate unit. TADSS should not be used unless they enhance training. Otherwise, they become training distracters. Training aids and devices are generally simple devices that merely augment training. Units can normally use them effectively with minimal guidance from the unit staff. Simulators and simulations, however, may make up a large part of the total training and require extensive support from the units higher command staff. Every Eighth Army range complex has a TSC co-located that will provide TADSS support during training events.

a. Training Aids and Devices. Training Aids and Devices are three-dimensional objects that improve training. Generally, devices do this by giving the soldier something that substitute for actual equipment that cannot be provided otherwise. DA Pamphlet 350-9 identifies training devices that support specific soldier and collective tasks. Some examples are Pneumatic Machine Guns, OPFOR weapons and uniforms, training mines, Pre-Marksmanship Instruction (PMI) aids, ESTs, Multiple Integrated Laser Engagement System (MILES) equipment and Javelin Missile Simulation Rounds.

b. Simulators. Simulators are a special category of training devices that replicate all or most of a system's functions. Available simulations systems in Korea can be found in the Some examples are UCOFT, Heavy Expanded Mobility Tactical Truck (HEMMT) Driving Simulator, Javelin Basic Skills Trainer, Javelin Field Tactical Trainers, EST and Guard Unit Armory Device Full Crew Interactive Simulation Trainer (GUARDFIST).

c. Simulations. Simulations provide leaders effective training alternatives when maneuver and gunnery training opportunities are limited. When used properly, simulations can create the environment and stress of battle needed for effective command and battle staff training. Proper use of simulation helps commanders ensure quality battle training that can compensate for the following constraints to field training:

- (1) Limited opportunities for field maneuver.
- (2) Lack of a trained OPFOR.

(3) Inability to replicate full logistics battle. Simulations do not totally replace traditional field training but can provide an alternative, realistic training environment. Simulations can help do the following:

(4) Support mission training evaluation plan (MTEP) preparation at less cost.

(5) Validate internal staff training and SOPs.

(6) Expose battle staffs to a lethal, complex, modern battlefield.

(7) Build battle staff and leader flexibility and responsiveness.

(8) For additional information on what simulations are available and how to schedule your units, contact the Battle Simulation Center (FKJ3-ED-BSC) ext 725-8020.

#### **6-8. Unit Learning Centers**

Unit Learning Centers, which make extension training materials available to all Soldiers, are a means of providing training support to trainers and individual Soldiers to sharpen MOS skills and prepare for self-development testing (SDT). ATC 25-5 provides guidance for establishing such centers in support of individual and collective training.

#### **6-9. Digital Training Management System (DTMS)**

a. DTMS is a web-based, computerized training and training resource management tool. It assists commanders to--

(1) Plan training events effectively, optimize use of unit training resources, record use of resources during training, and evaluate effectiveness of training resource use.

(2) Develop and track training input for the command operating budget.

(3) Project their annual training program, its associated command operating budget estimate, and the supporting commitment authority program.

(4) Provide actual training event data for the development of more accurate training resource needs in terms of repair parts costs, fuel, and ammunition requirements.

(5) Determine operating tempo (OPTEMPO) for major weapons systems/equipment for use in documenting the cost of training under the Training Resource Model (TRM).

b. Responsibilities. MSCs and other subordinate commands will--

(1) Implement DTMS within the command down to battalion/separate company level.

(2) Update/change resource cost factors and other applicable unit level DTMS tables as required.

(3) Review and update monthly training events.

(4) Designate and train DTMS coordinators at MSC/subordinate command level. Monitor appointment of DTMS coordinators and machine operators at all levels of the command, ensuring they are replaced and trained on a timely basis.

## **Section III**

### **Army Modernization Training (AMT) New Equipment Training (NET)**

#### **6-10. Policies and Procedures**

This chapter supplements AR 350-1 (Chapter 6) for conducting NET in Eighth Army. Units conducting the fielding of new equipment should reference the above regulations as early as possible in the fielding time-line. For this regulation specifically, NET is synonymous with Displaced Equipment Training (DET). As defined, NET is the initial transfer of knowledge on the operation and maintenance of new and/or improved equipment from the project management team to the tester, trainer, supporter, and user.

#### **6-11. New Equipment Training Objective**

NET is designed to support force integration and modernization for Army units in the Republic of Korea (ROK) through identification of personnel, training, facilities, and training devices required to support new or improved equipment; by planning for the orderly transfer of knowledge from the Materiel Developer (MATDEV) to the trainer, user, and supporter by documenting requirements in NET plans new equipment training plans (NETP); and the deployment of NET teams (NETT) to train soldiers to operate, maintain, and provide instruction on modernized equipment. As part of AMT, the NET program will assist commanders in achieving an acceptable level of operational capability in the shortest time possible.

#### **6-12. Role of The Net Manager (NM)**

The NM is a person at each level of the chain of command who has been designated as the primary POC for NET in the fielding aspects of a weapon /equipment system requiring NET. The NM's primary mission is to monitor all aspects of fielding for their command. The NM must coordinate with system managers and or contractors to perform and/or encourage timely actions so that system fielding milestones may be achieved in conjunction with NET. NMs are assigned at each level of command, as appropriate.

#### **6-13. New Equipment Training Policy**

The following guidance directs the conduct of the NM and execution of NET -

- a. Begin planning NET upon receiving Memorandum of Notification (MON).
- b. Include training on system software, training devices, and supporting documentation during the conduct of NET, as required.
- c. Employ the most cost effective and feasible training strategy to conduct NET.
- d. Coordinate training requirements with the project manager and development teams in order to ensure training products are validated before the conduct of NET.
- e. Include instruction on training aids, devices, simulators, simulations, and distance learning techniques during the conduct of NET and include the information on these resources in the distributed documentation.
- f. Request ammunition and consumables, that exceed unit capabilities, to support NET at the onset of program initiation through the appropriate echelon and staff section.
- g. Request ranges, training areas, and facility support at the onset of program initiation.

h. Consider the use of Distance Learning Facilities (DLF) as a cost-effective approach to reducing fiscal and manpower resources. Use of DLFs can potentially reduce the travel, per diem, and TDY costs associated with NET.

i. Soldiers attending NET focused on key personnel should have 6 months retainability in the Republic of Korea. Exception to this policy can be approved by Battalion Commanders (LTC).

j. Maintain a by name roster (may be automated) at Brigade size units and below of Soldiers that attend leader and key personnel specific NET instruction. Maintain roster for 2 years following the completion of NET on the respective weapon/equipment.

k. Address leader, key personnel, support personnel, organizational, and total unit training in the NET plan, as appropriate.

l. NM coordinate all NET with Eighth Army G3 Training Division and G3 Force Integration Section in order to ensure continuity of effort.

#### **6-14. Sustainment Training**

Units must sustain or increase knowledge gained as a result of NET and other Army Training Programs.

a. Commanders are responsible for establishing plans to sustain the proficiency gained through NET and integrating the equipment into collective training events.

b. Sustainment training program planning and execution should begin as early as possible so that sustainment training is part of the unit's training program immediately following fielding. Unit training managers should continually revise and update the unit's training plan in order to maintain and increase proficiency.

c. Commanders must recognize the impact of sustainment training on units receiving new or displaced equipment or undergoing organizational changes.

d. Commanders should maximize the use of training aids, devices, simulators, and simulations in order to maintain proficiency and reduce costs associated with sustainment training. DLFs are available to units upon coordination.

#### **6-15. Training Strategy**

The weapons/equipment fielded must be included in the unit's comprehensive training strategy in order to ensure tactics, techniques, and procedures can be developed and integrated into doctrine. It is of utmost importance that leaders, staffs, and operators are fully knowledgeable of how to employ the combat capabilities of new and/or improved weapons/equipment. The endstate of NET is a force fully prepared to execute its wartime mission while maximizing the lethality and capabilities of the systems on-hand.

## **Appendix A References**

### **Section I. Required publications**

ADP 3-0 (Unified Land Operations)

AR 5-1 (Total Army Quality Management)

AR 5-13 (Total Army Munitions Requirements Process and Prioritization System)

AR 40-501 (Standards of Medical Fitness)

AR 350-1 (Army Training and Leader Development)

AR 350-2 (Opposing Force (OPFOR) Program)

AR 350-3 (Tactical Intelligence Readiness Training Program)

AR 350-10 (Management of Army Individual Training Requirements and Resources)

AR 350-19 (The Army Sustainable Range Program)

AR 350-28 (Army Exercises)

AR 350-38 (Training Device Policies and Management)

AR 380-5 (Department of the Army Information Security Program)

AR 380-53 (Communications Security Monitoring)

AR 381-12 (Threat Awareness and Reporting Program)

AR 525-28 (Personnel Recovery)

AR 570-4 (Manpower Management)

AR 600-8-2 (Suspension of Favorable Personnel Actions (Flags))

AR 600-9 (The Army Weight Control Program)

AR 600-55 (The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing))

AR 614-200 (Enlisted Assignments and Utilization Management)

AR 621-5 (Army Continuing Education System)

AR 635-200 (Active Duty Enlisted Administrative Separations)

AR 670-1 (Wear and Appearance of Army Uniforms and Insignia)

AR 690-11 (Use and Management of Civilian Personnel in Support of Military Contingency Operations)

AK Pam 1-201 (Command Inspection Program)

AK Pam 350-20 (Army Range and Training Area Operating Policies and Procedures)

AK Reg 525-28 (Personnel Recovery Operations)

AK Reg 350-4 (Eighth US Army Tactical Vehicle Movements in the Korean Theater of Operations)

AK Reg 350-10 (Eighth Army Ranges and Training Areas Policy and Procedures)

AK Reg 600-2 (Republic of Korea Army Personnel with the United States Army)

AK Reg 700-3 (Conventional Ammunition)

AK Reg 725-360 (Chemical, Biological, Radiological and Nuclear (CBRN) Defense Readiness)

ATTP 3-11.36 (Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Aspects of Command and Control)

DA Pam 350-9 (Index and Description of Army Training Devices)

DA Pam 350-38 (Standards in Training Commission)

DA Pam 690-47 (DA Civilian Employee Deployment Guide)

EUSA Supplement 1 to AR 600-55 (The Army Driver and Operator Standardization Program)

FM 3-11 (Multi Service Doctrine for Chemical, Biological, Radiological, and Nuclear Operations)

FM 3-04.140 (Helicopter Gunnery)

FM 3-20.21 (Heavy Brigade Combat Team Gunnery)

FM 3-20.151 (The Mobile Gun System Platoon)

FM 3-22.9 (Rifle Marksmanship for M16/M4 Series Weapons)

FM 3-22.34 (TOW Weapon System)

FM 3-22.65 (Browning Machine gun, Caliber .50 HB, M2)

FM 3-22.68 (Crew Served Weapons)

FM 3-23.35 (Combat Training with Pistols, M9 and M11)

FM 3-50.1 (Army Personnel Recovery)

FM 6-22 (Army Leadership)

FM 7-0 (Training the Force)

FM 7-15 (The Army Universal Task List)

FM 7-22 (Army Physical Readiness Training)

FM 27-10 (The Law of Land Warfare)

LPP Reg 1 (ROK – US Land Partnership Plan)

TC 3-20.21-1 (Individual and Crew Live-Fire Prerequisite Testing)

TC 3-25.150 (Combatives)

TC 7-9 (Infantry Live-Fire Training)

TC 25-1 (Training Land)

TC 25-8 (Training Ranges)

TC 7-31 (Mine Resistant Ambush Protected (MRAP) Family of Vehicles Driver Training)

TM 3-22.31 (40-MM Grenade Launchers (INCL C1))

TM 3-23.25 (Shoulder-launched Munitions (INCL C1))

TRADOC Pam 350-9 (TRADOC Training Devices for Army Wide Use)

TRADOC Reg 350-18 (The Army School System)

United States Army in Korea Standards Handbook

USAIC Pam 350-6 (Expert Infantry Badge)

USFK Reg 690-11 (Civilian Personnel Mobilization, Planning and Execution)

## **Section II. Related Publications**

121 General Hospital Training Program for Pregnant Soldiers (not available electronically)

2ID EIB MOI (not available electronically) (Expert Infantryman's Badge Training)

Eighth Army Command Policy Letter #13 (Sergeant's Time Training)

Eighth Army Command Policy Letter #44 (Physical Readiness Training)

Eighth Army Command Policy Letter #46 (Command Sponsorship Policy Letter)

OPLAN (not available electronically) (Classified document)

STP 21-1-SMCT (Soldier's Manual of Common Tasks Skill Level 1)



STP 21-24-SMCT (Soldier's Manual of Common Tasks Skill Levels 2, 3, and 4)

### **Section III. Referenced Forms**

AK Form 350-4A-E (8A Convoy/ Vehicle TC Certification Card)

DA Form 348 (Equipment Operator's Qualification Record)

DA Form 705 (Army Physical Fitness Test Scorecard)

DA Form 2028 (Recommended Changes to Publications and Blank Forms)

DA Form 3349 (Physical Profile)

EA Form 657-R-E (KATUSA MOS Certification Training Record)

### **Section IV. Related Websites**

[17th Operational Weather Squadron](#)

[Anit-Terrorism Website](#)

[TSAK Website](#)

[Eighth Army Training Division Website](#)

[Eighth Army Publications Website](#)

[Army Publications Website](#)

[Digital Training Management \(DTMS\) Website](#)

[Army Training Digital Library Website](#)

[Personnel Recovery Website](#)

[Commander's Safety Course and Additional Duty Safety Course Website](#)

[USASMA Website](#)

[Eighth Army Wightman NCOA](#)

[US Army Combat Readiness Center Website](#)

## **Appendix B**

### **Culminating Training Event (CTE) Program**

#### **B-1. General**

This appendix identifies duties and responsibilities for the Non-divisional CTE program. The Eighth Army non-divisional CTE program is a mandatory training event for MSCs and other units directly subordinate to Eighth Army and is normally executed in simulation. Each unit will receive a CTE once within 24 months. Ideally, each commander will conduct this training during the first year of command tenure. The intent of this program is to provide each MSC the opportunity to train exclusively on its unique METL and OPLAN missions. The primary training target audience is the MSC commander and his staff.

#### **B-2. Purpose**

To evaluate unit METL with priority to the tasks for Eighth Army.

- a. Train units to fight, support, and win in the Joint and combined environment.
- b. Measure proficiency at synchronizing operating systems necessary to accomplish METL.
- c. Exercise wartime supporting and mission control relationships.
- d. Provide a foundation for commanders' assessment and training management.
- e. Monitor issues requiring staff action or coordination and identify warfighting issues (as applicable).
- f. Exercise tasks that alert and deploy personnel to wartime locations.
- g. Train the warfighting functions and ULO operational themes and functions.

#### **B-3. Responsibilities**

- a. The Commander, Eighth Army or designated representative is the Exercise Director for each Non-divisional CTE.
- b. ACS, G3, Eighth Army is the Office of Primary Responsibility for the non-divisional CTE program.
- c. G37 TREX, Exercise Branch.
  - (1) Proponent for non-divisional CTE program.
  - (2) Review and approve the evaluation plan for the non-divisional CTE program.
  - (3) Establish policies and procedures for the Eighth Army non-divisional CTE Program.
  - (4) Prioritize and select units for CTE.
  - (5) Establish and schedule CTEs in coordination with KBSC operations and evaluated units.
  - (6) As required, assist KBSC in performing control duties during the conduct of CTEs.

(7) Coordinate scenarios of CTEs embedded in theater exercises with CFC/USFK CJ37 to ensure consistency of objectives.

(8) Host the Quarterly G3/S3 Training Meeting or TRSM to assist in scheduling CTEs.

(9) Develops external and internal evaluators support plans in conjunction with MSCs.

(10) Seeks Observer Controller (O/C) support from FORSCOM, USARPAC, USAREUR, and TRADOC to man the bulk of the requirements. Internal Eighth Army augmentation will be required.

(11) Coordinates OPFOR with other MSCs to support the training MSC as well as other USARPAC units.

d. KBSC.

(1) Enabler for the Eighth Army non-divisional CTE program.

(2) In coordination with G3 Training Division, schedule non-divisional CTE dates. KBSC will use G3/S3 Training Meeting or TRSM as the mechanism to develop CTE dates.

(3) In coordination with G3 Training Division, provide centralized coordination for planning conferences and exercise design for all unit CTEs.

(4) In coordination with the exercising unit, develop requirements and request augmentation support, both within theater and out of theater.

(5) Ensure accomplishment of CTE milestones.

(6) In coordination with G3 Training Division, develop and publish the Exercise Directive with input from the exercise unit.

(7) Schedule and coordinate planning conferences with the exercise unit.

(8) Provide model simulation support i.e., Corps Battle Simulation (CBS), Battalion/Brigade Simulation (BBS), Combat Service Support Training Simulation System (CSSTSS).

(9) Develop model simulation architecture.

(10) Develop exercise database.

(11) Provide Joint Master Scenario Events List (JMSEL) support.

(12) Identify AAR requirements and develop collection management plans.

(13) Develop and implement exercise training program for participants, gamers, controllers, and observers.

(14) Assist in the preparation and execution of formal CTE AARs. Produce an exercise reference book for the unit within 14 days after CTE ENDEX.

e. Eighth Army Staff.

(1) When requested, provide augmentees to assist with response cell and observer duties during CTEs. CTEs will require no more than two augmentees per any staff section.

(2) The ACS, G3, is the tasking authority for the Eighth Army CTE program.

(3) The ACS, G2, is responsible for developing and publishing the exercise road to war scenario in conjunction with the CTE unit and the KBSC.

f. CTE Unit.

(1) Program CTE dates on long range planning calendars within the first year after the change of command.

(2) Include CTE with major (theater level) exercises when appropriate (include CTE with overall exercise objectives). The CTE objectives must be consistent with CDR, CFC directed exercise objectives.

(3) Expand CTE to include dynamic OPFOR when applicable.

(4) Brief CG, Eighth Army, on CTE plans during TLDB prior to execution.

(5) Schedule CTE dates and initial planning conference in coordination with the KBSC and G3 TD.

(6) If relief is required from conducting the CTE, the CTE unit must obtain approval from the Commanding General, Eighth Army via ACS, G3.

(7) Provide commander's training objectives, current implementing OPLAN, tactical SOP, and the unit METL to KBSC Operations at the initial planning conference.

(8) Develop augmentation requirements, in coordination with KBSC Operations.

(9) Develop and publish CTE warning order and operations order.

(10) Develop communications plan in coordination with KBSC Operations. Provide all communications equipment to support the CTE.

(11) Complete all exercise milestones IAW guidance published in this appendix.

(12) Provide internal exercise support during all phases of the CTE.

(13) Establish coordination with partnership units outside theater for AAR facilitator and observers.

(14) Develop exercise Master Events List (MEL) and Master Events Scenario list (MESL) injects to support the commander's training objectives and exercise events.

#### **B-4. CTE Characteristics**

a. CTEs to replicate CTC-quality training experiences at the Battalion level. Eighth Army leverages existing exercises and LCVG to overcome training opportunities and training area limitations.

b. Eighth Army TREX reaches out to the TRADOC Centers of Excellence and CTCs to develop CTE programs and support.

c. Eighth Army TREX coordinates for external evaluator support from FORSCOM, USAREUR, and USARPAC to support MSC CTEs. In exchange MSCs must be prepared to support other USARPAC units in return.

d. All CTEs incorporate ROKA units.

e. CTEs incorporate other MSCs where feasible to expand training opportunities and provide the appropriate training environment context.

f. MSCs in conjunction with G3 TREX develop Observer/Controller (O/C) and Observer/Trainer (O/T) packages.

g. Eighth Army and MSCs provide OPFOR for the training unit in order to replicate the appropriate threat. Eighth Army G3 TREX seeks off-peninsula support from CONUS or USARPAC units.

#### **B-5. Simulation Support**

KBSC provides computer simulation models to exercise staff functions at brigade level.

a. The Army Constructive Training Federation (ACTF), in its two versions: Multi-Resolution Federation (MRF) and Entity Resolution Federation (ERF), is a federation of constructive simulations and simulators that uses Distributed Interactive Simulations (DIS) and other state-of-the-art-technologies to collectively simulate military operations. ACTF creates, operates, tunes, and maintains a synthetic operational environment, which stimulates Mission and Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems in a unit's tactical operations center. ACTF enhances the effectiveness of commander and staff training, exercises, and mission rehearsals by increasing the realism and scope of available training environment.

b. The CBS model is specifically designed to exercise brigade and higher staff functions. It is a free play computer simulation model that encompasses combat, combat support, and combat service support functions.

c. The CSSTSS model is designed to exercise staffs by replicating the CSS Warfighting Functions (Movement and Maneuver, Intelligence, Fires, Sustainment, C2, and protection). It is an operational planning tool to support the commander's decision making process.

d. JMSEL is DOD software used to develop and control MSELs. It can be accessed via Global Command and Control System Korea (GCCSK) and KBSC simulation C4ISR computers.

#### **B-6. Milestones**

The following lists are the milestones for planning Non-divisional CTEs (Numbers denote days from Start of Exercise (STARTEX)).

- a. 270 days. Warning Order to CTE MSC Commander.
- b. 210 days. Initial Planning Conference.
  - (1) Identify initial information (unit).
    - (a) Commanders training objectives.
    - (b) Mission Essential Task List.
    - (c) Submit Tactical SOP (TACSOP) for KBSC review.
    - (d) Submit OPLAN for KBSC review.
  - (2) Identify augmentation requirements.
  - (3) Assign roles and responsibilities.
- c. 183 days. Initial OT requests due to Eighth Army G37 TREX from requesting unit.
- d. 141 days. OT requests finalized from requesting unit and confirmed with Eighth Army G37 TREX.
- e. 127 days. Eighth Army level OPORD published.
- f. 120 days. Mid Planning Conference (MPC). Unit Support lock in D-127 is the Eighth Army TRSM lock for virtual and simulations for CTE.
  - (1) Identify primary training tasks MEL.
  - (2) Identify scenario time frame.
  - (3) Request facilitator and observer package from CONUS.
  - (4) Publish KBSC Planning Guidance.
  - (5) Identify exercise location.
  - (6) Draft task organization for friendly forces/OPFOR.
  - (7) Task in-theater augmentation personnel (Controllers, Response Cell, etc.).
  - (8) Identify personnel requirements (Gamers).
  - (9) Identify data base requirements.
  - (10) Identify communication requirements.
- g. 90 Days. Scenario and concept complete.
- h. 60 Days. OPORD staffed and complete.

i. 45 Days.

- (1) Build Task Organization for OPFOR in data base.
- (2) Concept of EXCON/HICON complete with ABCS simulator.
- (3) MEL Complete.

j. 30 days. Final Planning Conference.

- (1) Exercise Directive published.
- (2) Approve exercise scenario.
- (3) Draft OPORD (Unit).
- (4) Draft AAR Collection Management Plan (CMP).
- (5) Finalize task organization for friendly forces/OPFOR.
- (6) Finalize personnel requirements.
- (7) Review database build status.
- (8) Finalize OPORD/exercise scenario.
- (9) Finalize training plan for augmentees.
- (10) Finalize OPFOR campaign plan.
- (11) Finalize AAR CMP.
- (12) Publish road-to-war scenario.
- (13) Distribute communications plan.
- (14) Issue warning order to exercise unit.
- (15) Finalize database.

#### **B-7. Personnel Requirements**

The personnel required to execute a simulation supported CTE are divided into five groups: players, gamers, OPFOR, observers, and controllers. Each group has unique positions and responsibilities, as described below--

a. Players. Players are the training audience and include the unit commander, commander's staff and those attachments that would support the unit during hostilities. Extensive planning by the players is the key to a successful exercise.

b. Gamers. Gamers represent the friendly subordinate units who "fight the battle". The gamers receive orders from the players and execute them on the electronic battlefield. The

gamers transmit the results and the battlefield intelligence back to the players in unit SOP format. The gamers primary mission is to assist the players in meeting their training objectives. The gamers must make the simulation invisible to the players.

c. Opposing Force. The OPFOR represents the enemy. They plan and conduct threat operations and battle IAW OPFOR doctrine and the exercise scenario. The OPFOR's mission is to facilitate the exercise training by portraying a competent professional enemy.

d. Observers. Observer augmentees are requested based on expertise needed for the analysis effort and are assigned a functional responsibility consistent with their background and training. Guidance, direction, and focus are provided to the observers by the Facilitator and Chief of Observers assisted by the KBSC exercise analysts.

e. Controllers. The controllers regulate and control the game play. Controllers act as umpires by interpreting rules and making decisions relating to functional areas. The Senior Control cell ensures that simulation play is focused to support attainment of the training objectives. As required, controllers role-play higher HQ and units external to the training audience. Controllers also promote and ensure realism during combat activities modeled in the simulation.



## **Appendix C**

### **Physical Readiness Training**

#### **C-1. Purpose**

To provide guidance and establish policy for Physical Fitness and Training for Soldiers assigned to Eighth Army.

#### **C-2. Background**

This physical fitness training policy applies to all units assigned to Eighth Army. Physical Readiness Training (PRT) provides a foundation for combat readiness and must be an integral part of every Soldier's daily life. Unit readiness begins with the physical fitness of Soldiers and the non-commissioned officers (NCOs) and officers who lead them. Leaders at all levels must participate along with their Soldiers in the conduct of this training. Leader presence and supervision ensures that the Army standards are met, that the training is conducted safely and that the leader can evaluate the fitness level of their unit. Soldiers using gyms during installation PT hours will be involved in a unit or group fitness program supervised by unit leaders, individual PT is not allowed unless approved by an O-6 commander or above and due to mission related constraints. The Chief of Staff Eighth Army will be the approval authority for HHB Eighth Army. Sports will not be conducted during unit prescribed PT time unless conducted at the company level as part of organizational day activities and approved by a commander grade O-6 and above.

#### **C-3. Discussion**

a. Commanders or senior military supervisors will establish physical fitness training programs consistent with FM 7-22, Army Physical Readiness Training (APRT) and unit missions. Commanders are encouraged to implement a comprehensive program to complement the Army PRT program including Foot Marching, Modern Army Combatives, Tae Kwon Do, as well as strength and conditioning type functional fitness programs. Commanders will ensure Soldiers meet Army APFT standards before beginning additional programs. Exercise periods will be conducted with sufficient intensity, frequency, and duration to maintain adequate cardio-respiratory endurance, muscular strength and endurance, flexibility, and body composition.

b. Soldiers must meet the physical fitness standards (as measured during the Army physical fitness test (APFT) set forth in FM 7-22. Soldiers who are unable to meet these standards or the mission-related physical fitness standards required of their duty assignment may be subject to administrative action.

c. Physical Fitness is a critical component of the dimensions of Comprehensive Soldier Fitness. Physical Fitness remains a central pillar of Soldier readiness in Eighth Army. All Soldiers have a duty to remain physically fit and capable of performing their mission under adverse conditions. Most units are diverse in physical readiness levels due to injuries, illnesses, deployments, and new Soldiers. This diversity may affect the number of APFT and unit physical readiness standard failures. Over time, a solid PRT program allows Soldiers to achieve the individual and unit standards. Performing high-quality training once per day is a better approach than conducting additional high-volume training that could lead to overuse injuries. Additional reinforcement training, if determined appropriate by the commander, will focus solely on correcting identified weaknesses and sustaining strengths. Additional reinforcement training will not be used to punish a Soldier or for any other purpose not directly related solely on correcting identified weaknesses and/or sustaining strengths.

d. Units will establish a Supplemental PRT program to be conducted in a designated area that does not interfere or impede normal physical training. Supplemental training will be approved by

the Battalion or first O-5 commander and supervised by a NCO. Profile PT is not an individual event. Physical training for pregnant Soldiers and Soldiers on profiles (Supplemental Populations PT) are integral to maintain a fit-to-fight force. Soldiers with temporary or permanent physical limitations are expected to remain fit using techniques that prevent further injury to themselves while building their aerobic and anaerobic capacity. Commanders have a responsibility to ensure resources of time, adequate facilities, and appropriate instruction and oversight are available to adequately accommodate the fitness needs of physically limited Soldiers. Special conditioning programs will be conducted in accordance with Part Two of Chapter 6 of FM 7-22. Special conditioning programs should not be conducted on main PT routes. Walking is highly discouraged on standardized garrison PT routes and will only be allowed on sidewalks or athletic tracks in order to avoid impeding formations running on these routes. Soldiers on temporary or permanent physical profile will be evaluated and may be assigned to the battalion reconditioning program. Unit senior NCOs will coordinate with the reconditioning program leader (RPL) for all matters concerning Soldiers in the reconditioning program.

(1) Soldiers with permanent profiles that do not allow them to meet all reconditioning exit criteria may return to unit PRT once they demonstrate proficiency at all non-profiled activities. For example, a Soldier whose permanent profile only prohibits running would not be in the reconditioning program. Rather, he would do PRT with the unit and perform all activities except running. The Soldier in this example would walk or use endurance training machines when PRT activities call for sustained or speed running.

(2) When a permanent profile is so restrictive that the Soldier is unable to perform several PRT activities, the commander may direct the Soldier to the reconditioning program. This scenario is more likely to occur with Soldiers who are awaiting medical boarding procedures. For less clearly defined cases, the commander can solicit input from the battalion medical officer or brigade surgeon.

(3) The application of reconditioning PRT will progressively return Soldiers with medical profiles to the unit. It also allows them to train with the unit whenever possible, within the limits of their profiles.

e. Soldiers who are not in compliance with applicable weight limitations as specified in Tables 3-1 and 3-2 of AR 600-9, need not perform PRT with a special group. Instead, they should participate in unit PRT and continue to train with their units; however, they may be required to perform supplemental PRT, plus education on diet and exercise (Chapter 6, FM 7-22 and AR 600-9). The focus of supplemental PRT sessions for overweight Soldiers is on low-impact activities and resistance training to achieve caloric expenditure, build lean muscle mass, and promote optimal fat loss. Leaders synchronize additional resistance training activities with strength and mobility sessions conducted during unit PRT. These additional training sessions should focus on total body strength development.

f. Pregnancy and Postpartum Physical Training Programs will be evaluated on every installation in order to ensure women are afforded a quality program to meet their needs in the various stages of pregnancy and recovery. The purpose of the Pregnancy/Postpartum Physical Training Program is to provide the senior commander with a standardized physical training (PT) and education program for pregnant and postpartum Soldiers and to train local PPPT Program personnel in pregnancy and postpartum fitness. Any unit, Battalion level and above, that has the possibility of having pregnant Soldiers will maintain a primary PPPT certified exercise trainer and an alternate trainer, appointed on additional duty orders, to rotate as installation program trainers as directed by the installation commander via official duty roster DA6. Programs will be conducted at least three times a week during organized PT times. Enrollment is mandatory once Soldiers are

cleared through the normal pregnancy profiling system. Physical training in pregnancy is accompanied by a myriad of benefits to the individual and unit that ultimately return to duty quicker, meet APFT and Height/Weight standards faster, reduce sick call visits, increase mission readiness, and improve attitude and overall retention. A quality, well attended pregnancy/post partum PT program maintains aerobic fitness, retains less pregnancy weight, prevents unwanted body fat gain, promotes a more rapid recovery from the birth process, reduces physical complaints during pregnancy and in recovery, effects a faster return to required physical fitness levels, imparts huge psychological benefits to include better adaptation to the challenges of motherhood, and positively affects labor and delivery through fewer medical interventions such as operative deliveries, shorter active labor, reduced premature delivery, and reduced hospital stays.

g. MSCs shall establish daily PRT hours in coordination with each installation. At the Yongsan Installations, the standard PRT hours are 0600 to 0700. Physical Readiness Training will be conducted 5 days a week, and PRT conducted outside of the standard hours must have prior approval from a MSC commander in the grade of O-6 or above. The Eighth Army Chief of Staff will be the approval authority for HHB Eighth Army.

h. During designated PRT hours Soldiers will wear the Improved Physical Fitness Uniform/Army Combat Uniform (IPFU/ACU) with light weight reflective vest with two horizontal reflective strips displaying Name, Rank, and unit in 1 inch block letters on the front and back, regardless of time of day. The commander or leader in charge will prescribe the specific uniform for each PRT session.

i. Individuals conducting personal PT (running, jogging, biking, rollerblading, etc.) during **non-PRT hours**, may wear appropriate civilian attire, with reflective belt or vest (mandatory during hours of darkness or reduced visibility). Reflective belts will be worn around the waist or shoulder. Soldiers on leave / pass status on our installations may also wear appropriate civilian attire.

j. Leaders at all levels must ensure the safe conduct of PRT and, if necessary, units may coordinate with installations to close roads to traffic during PRT hours to allow for a safe environment. Units will work in coordination with the Garrison Commanders to establish these safe running routes. Running in formation off post is only authorized after coordination with local authorities and traffic flow must not be impeded.

k. Additional PRT standards are published in the Eighth Army Standards Handbook (November 2011).

## **Appendix D**

### **Modern Army Combatives**

#### **D-1. Reference**

TC 3-25.150, Combatives, 24 September 2012.

#### **D-2. General**

The Combatives Program is designed to instill the Warrior Ethos in Soldiers. The program will increase Soldier's war fighting skills while building on a unit's physical fitness program. Combatives enhances individual strength, flexibility, balance, and cardio respiratory fitness as well as increases personal courage, self confidence, self-discipline, and esprit de corps. A successful combatives training program empowers Soldiers with the ability to conquer fear and anger, allowing for controlled actions and enhanced situational awareness. MSC Combatives Programs are subject to inspections, to include staff assistance visit (SAV) and Command Inspection Program (CIP).

#### **D-3. Program Levels of Instruction**

There are four levels of combatives instructors, each designed to not only expand individual fighting skills, but also enhance the teaching aspects of combatives. MSCs will meet the student to instructor ratio and guidelines outlined in TC 3-25.150 and published by the U.S. Army Combatives School (USACS), while certifying combatives level I and II instructors.

a. Basic Combatives Course (formerly Level I) is a one week (40 Hour) course designed to teach basic combatives techniques. The level I instructor training course should be taught at the battalion level by a level III instructor and certified by a LTC (O-5) Commander. Basic Combatives Course qualified instructors can teach the basic combatives drills and tasks.

b. Tactical Combatives Course (formerly Level II) is a two week (80 Hour) course designed to teach advanced techniques, teaching methodologies and philosophies. The Tactical Combatives Course instructor course is meant to be taught at the brigade level by Tactical Combatives Instructor qualified instructors and certified by a COL (O-6) Commander. Tactical Combatives Course qualified instructors can supervise Basic Combatives Course students and referee basic competitions.

c. Basic Combatives Instructor Course (formerly Level III) is a four week (160 Hour) course designed to integrate fighting skills into battle drills and Close Quarters Battle (CQB). Basic Combatives Instructor Course qualified instructors have the authority to instruct the Basic Combatives Course course, referee post events, and serve as Battalion Master Trainers. Basic Combatives Instructor Course is instructed by the USACS.

d. Tactical Combatives Instructor (Formerly Level IV) is a four week (160 Hour) course designed to teach management skills with a special emphasis on teaching methodologies and safety. Instruction focuses on how to design, manage, execute, and promote a safe combatives program. Tactical Combatives Instructor is instructed by the USACS.

#### **D-4. Modern Army Combatives Instructor Manning Requirements**

Eighth Army's goal is for units to meet the following quantity of instructors at the respective level:

- a. One Basic Instructor per platoon.
- b. One Basic Instructor per company.

- c. One Tactical Instructor per battalion.
- d. One Tactical Instructor per brigade.
- e. Two Tactical Instructors per division.

#### **D-5. Combatives Training Concept**

Achieving the appropriate number of instructors within units is only one part of the overall combatives program. Certified combatives instructors are the primary instructors of combatives training within their organizations. Combatives instructors develop, coordinate, and execute unit combatives training in accordance with the guidance received by their respective commanders. Combatives instructors will teach combatives training in accordance with FM 3.25.150 and Combatives Instructional Handbooks published by USACS. In addition, combatives instructors provide assistance to commanders in the development of scenario-based training, which includes combatives.

#### **D-6. Training Requirements**

Eighth Army MSCs will-

- a. Implement combatives training programs that build upon the principles and basic combative skills taught to Soldiers during IET.
- b. Establish unit level combatives programs that certify combatives level Basic and Tactical Level instructors. Basic and Tactical level courses will be held frequently enough to achieve the goals outlined in paragraph D-4 of the Combatives manual.
- c. Post combatives training on unit training schedules at the platoon and company level.
- d. Conduct combatives refresher/familiarization training prior to deployment into a combat theater of operation in order for Soldiers to experience the physical and emotional demands of hand-to-hand fighting before engaging in combat.
- e. Ensure instructors are properly trained and supervised to conduct safe and professional combatives training and competitions.
- f. Maintain a combatives register that records the names and certification level of combatives instructors.
- g. Appoint a combatives point of contact to administer combatives program guidance.

#### **D-7. Frequency**

MSC Commanders will determine the appropriate frequency of combatives training to support mission readiness.

#### **D-8. Safety**

The most important safety consideration is proper supervision. Because of the potentially dangerous nature of the techniques involved, combatives training must always be conducted under the supervision of qualified leaders. Units will comply with the safety standards outlined in TC 3-25.150 and the USACS risk assessment worksheets.

## **Appendix E**

### **Chemical, Biological, Radiation, and Nuclear Training**

#### **E-1. Purpose**

To prescribe policies for CBRN defense and chemical warfare training.

#### **E-2. Objectives**

CBRN defense and chemical warfare training objectives are to ensure--

- a. Units are training to perform their missions under conditions produced by the employment of CBRN weapons, smoke, and flame.
- b. All personnel are proficient in CBRN defense tasks at their appropriate skill level.
- c. All personnel can perform their common and MOS specific tasks in any MOPP Level.
- d. Command emphasis at all levels is maintained on individual and unit proficiency in CBRN skills and tasks.
- e. Force survivability and sustainability under active CBRN conditions are consistent with contingency and threat.
- f. Units with organic decontamination equipment can perform Operational Decontamination and support thorough decontamination to sustain combat operations in a CBRN environment.
- g. Soldiers will train in a MOPP status during all training events.

#### **E-3. Policies**

- a. Commanders will design and implement CBRN defense training programs that ensure-
  - (1) Individuals, leaders, and units achieve and maintain CBRN proficiency for combat operations.
  - (2) Individuals and units achieve and maintain the standards in soldier's training publications, military qualification standards, ARTEPs, and civilian training programs.
  - (3) CBRN defense is integrated into all FTXs and command post exercises (CPXs) consistent with threat capabilities and training objectives so that unit proficiency is exercised.
  - (4) The CTEs of overall unit proficiency must, in part, measure how well the unit performs in a CBRN defense environment.
  - (5) Standard field uniform is protective mask worn with training MOPP gear available for the required MOPP level.
  - (6) At a minimum there are six collective tasks that must be performed semi-annually.
    - (a) Conduct Emergency Medical Treatment of Contaminated Personnel.
    - (b) Conduct Operational Decontamination.

- (c) Coordinate Passive CBRN Defense in the Area of Operations.
- (d) Coordinate Active CBRN Defense Operations.
- (e) Conduct CBRN Reconnaissance.
- (f) Process CBRN Captured Enemy Material (CEM).

(7) Leader and CBRN Team proficiency places emphasis on tasks necessary to operate under long duration CBRN conditions. At a minimum, units must focus on seven key leader tasks to be performed semi-annually.

- (a) Plan and Coordinate CBRN Protection (including MOPP).
- (b) Plan Decontamination Operations.
- (c) Plan CBRN Survey Operations.
- (d) Conduct Personnel Radiation Monitoring.
- (e) Plan CBRN Sampling Operations.
- (f) Estimate the size of a CBRN Endangered Area.
- (g) Coordinate for CBRN Logistics Reachback.

b. Individual training.

(1) Each MTOE unit level organization will have a CBRN adviser staff. The unit (company, battery, or troop) CBRN defense officer, NCO and enlisted alternate must successfully complete the CBRN Defense Course program developed by the U.S. Army Chemical School. For TDA units authorized CBRN defense equipment units will appoint at least one school-trained soldier at each command level.

(a) Chemical officers (Branch Code 74) or chemical NCOs (MOS 54B) are not required to be graduates of the above course.

(b) Prerequisites for personnel attending the CBRN Defense Course are outlined in Eighth Army Cir 350-97-1. The proponent for the CBRN Defense Course is the 38th Chemical Detachment (EAGC-PL-CD).

(2) Commanders will ensure emergency-essential Army civilians' (EEC) and mission essential civilians (MEC) are trained in CBRN defense survival skills.

c. Unit Training.

(1) CBRN training must be fully integrated in unit exercises during offensive and defensive operations.

(2) Training in chemical and biological warfare will be fully integrated in exercise situations.

(3) All personnel will conduct weapons qualification annually on individual and crew-served weapons wearing MOPP 4 IAW the STRAC.

(4) Avoidance, protection, and decontamination training will be conducted IAW following guidelines:

(a) Unit responsibility for monitoring CBRN hazards IAW FM 3-3.

(b) Planning and control of chemical biological sampling at battalion or higher.

(c) Maintain individual and unit decontamination training proficiency on operational and thorough decontamination procedures IAW FM 3-5.

(5) Train personnel on the doctrinal procedures for entry and exit of collective protective equipment.

(6) Individuals will train on the operation and maintenance of chemical defense equipment (CDE) items IAW EQUIPMENT Technical Manual (TM) and AK Reg 725-360.

#### **E-4. Safety**

Realistic CBRN training, like all training, has inherent risks. Commanders must be aware of these risks and apply risk management to training.

a. When wearing protective clothing, (especially during warm weather):

(1) Be alert for heat casualties.

(2) Enforce a command drinking policy.

b. Wear the protective mask when exposed to high concentration smoke or when exposed to any smoke for an extended period of time.

c. Do not use chemical agent stimulants when they may affect unprotected personnel, operating aircraft, or non-military personnel.



## **Appendix F**

### **Combat Life Saver (CLS)**

#### **F-1. Purpose**

Establish Eighth Army policies, responsibilities and procedures for the implementation of the Combat Life Saver Program. Combat Life Saver is the new program that replaces Combat Lifesaver.

#### **F-2. General**

a. The Eighth Army CLS Program is operated by 65th Medical (MED) Brigade(BDE). The 65th MED BDE units will provide CLS instructors per published schedules and conduct quality control of area CLS programs.

b. Area coordinators will maintain an active roster of personnel qualified to instruct within the geographic area. Instructors must meet standards outlined in this regulation and the CLS Instructor's Manual.

c. Non-divisional units, without organic medical personnel, will schedule Combat Life Saver courses through the area coordinator in their respective area. Units who schedule a CLS course must enroll their students in accordance with DA Pam 350-59, and obtain necessary Class VIII supplies, prior to scheduled training. Units should order supplies sixty days in advance from 16th MEDLOG Battalion, Medical Material Support Section, 765-8199.

d. The Eighth Army goal is to have one CLS trained Soldier per wheeled and tracked vehicle, helicopter, squad, crew, team or equivalent-sized deployable element.

#### **F-3. Responsibilities**

a. 65th MED BDE will:

(1) Serve as the proponent for CLS within Eighth Army. Responsible for ensuring the course is readily available to units without organic medics. Ensure instructors and course standards are maintained to ensure the quality of the CLS graduates.

(2) Appoint area coordinators throughout the Republic of Korea (less the 2nd Infantry Division).

(3) NCOIC, Clinical Education Division, 121th General Hospital, will advise Area Coordinators.

(4) Appoint a Quality Control Board responsible for performing periodic audits of training performed within the scope of the Eighth CLS program.

(5) Ensure area coordinators provide an adequate number of courses to fill unit requirements.

(6) Ensure that local commanders are aware of CLS course dates; course should be scheduled at least four months prior to the desired class date. Coordination for class dates should be made directly with the area coordinator.

(7) Provide an exception mechanism where un-forecasted requirements for CLS courses can be met.

b. Area Coordinators have been designated to advise, assist and support units in the execution of CLS training. The duties of the area coordinators are as follows:

(1) Schedule and teach courses to allow the achievement of the Eighth Army goals for the CLS program.

(2) Maintain a list of certified instructors within their area and project requirements for new instructors.

(3) Ensure instructors from non-divisional units with organic medics are certified to instruct.

(4) Conduct quality control of CLS training within their area.

(5) Identify target population of CLS requirements in their specific area.

(6) Submit Enrollment Memorandum to Newport News, VA in accordance with DA Pam 350-59.

(7) Commissioned officers, LTC or higher, will sign "Certificates of Training" for completion of the Combat Life Saver. These certificates must state "40 Hours" in course length for the Soldier to receive the maximum 4 promotion points. Soldiers will receive an additional 8 points because the course is taught to correspondence course standards. Course completion memorandums will be forwarded to the US Army Training Support Center and annotated in the Soldier's official record.

(8) Track CLS Certification/Recertification for their respective area.

c. Non-divisional major subordinate command commanders have the following responsibilities:

(1) Project CLS requirements for training slots.

(2) Obtain course literature and materials.

(3) Coordinate/resource CLS training conducted within their commands.

(4) Notify Area Coordinators of dates for CLS to be taught by organic medics.

(5) Conduct internal CLS course, if assigned qualified instructors.

(6) Schedule CLS course with appropriate area coordinator.

(7) Provide facilities and non-Class VIII equipment support to CLS training. If the supported unit fails to provide adequate training facilities, the area coordinator will cancel CLS class.

(8) Submit a quarterly training report to Eighth Army G37 TREX Individual Training Branch, at the end of each quarter. This report should summarize the command's CLS training and highlight the number of Soldiers, KATUSA and Korean Service Corp (KSC's) trained and certified. The report also should identify the target of CLS trained personnel the command requires in order to meet Eighth Army's goal.

(9) Track CLS Certification/Recertification.

d. All MSCs:

(1) Ensure the effective implementation of the CLS program.

(2) Ensure the functions assigned to 65 MED BDE within this appendix are performed for MSC elements.

(3) Appoint an area coordinator for all MSC elements.

(4) Ensure units establish and maintain Class VIII accounts for appropriate medical supplies in support of training.

(5) Submit a quarterly training report to Eighth Army G37 TREX Individual Training Branch at the end of each quarter.

(6) Track CLS Certification/Recertification internally.

e. Eighth Army G37 TREX Training Operations Branch.

(1) Staff Proponent for the CLS portion of AK Reg 350-1.

(2) In conjunction with 65th MED BDE, coordinate for the assessment of CLS training within Eighth Army and revision of the CLS portion of this manual annually.

(3) Ensure that local commanders are aware of CLS course dates through quarterly publication of the G37 TREX Newsletter. Course should be scheduled at least four months prior to the desired class date. Coordination for class dates should be made directly with the area coordinators, which will also be listed in the G37 Training Division Newsletter.

#### **F-4. Course Guidance**

a. Combat Life Saver Instructor Requirements:

(1) Combat Life Saver Instructors must meet the following criteria: either hold primary MOS 91W (ALC graduate) or 18D or be a licensed paramedic (state or national), registered nurse, physician assistant or physician.

(2) Combat Life Saver Instructors will be qualified to Instruct within their respective geographical areas. Coordination for qualification of instructors will be made through respective area coordinators who will ensure instructors are qualified.

b. Course Structure. The courses may be taught differently depending on the qualification of available instructors. The course will be conducted in the following format:

(1) For units with certified CLS, the course can be conducted in three phases:

(a) Phase 1 – consists of buddy-aid tasks (SC IS0824) that can be taught in two days by certified and current combat lifesavers within the unit.

(b) Phase 2 – consists of medical tasks (SC IS0825) that will be taught by medical personnel that have been qualified as Combat Life Saver instructors. Phase 2 will take three days. Phase 2 instructors will conduct all testing, including testing of Phase 1 tasks.

(c) Phase 3 – consists of a mass casualty scenario in order to give students a means to put lectures and individual skills learned into a hands-on training scenario.

(2) If a unit has no certified combat lifesavers, then medical personnel that have been qualified as Combat Lifesaver Instructors will teach all three phases. The medical personnel qualified CLS instructor will be provided by the area coordinator.

(3) Recommended student/instructor ratio is 10:1

c. Recertification:

(1) Recertification can be accomplished by unit instructors. The instructor manual includes an examination for recertification. The examination can be reproduced.

(2) Recertification must occur on an annual basis.

(3) When requesting CLS training, the unit will annotate separately the standard name line of each Soldier and the total number of personnel requiring recertification.

(4) Upon completion of recertification, Soldiers will receive a Certificate of Training signed by a LTC or higher that states the Soldier has met recertification standards.

d. Retest Policies:

(1) Retests are allowed for both hands-on and written tests.

(2) Each test, either hands-on or written, can be retested once. If a student fails the retest, they are a training failure and must repeat the entire block of instruction.

(3) All testing will be administered and conducted by medical personnel that have been qualified as CLS Instructors.

e. Class VIII Supplies:

(1) Any unit requesting Medical Equipment Set, Combat Lifesaver must obtain this item directly from the 16th MEDLOG Battalion using their own medical supply accounts, funds and fiscal resources.

(2) 65th MED BDE units will not issue or process requests for non-expendable or durable medical material. The requesting unit's Battalion S-4 or PBO must make replenishment requisitions for large quantities of expendable medical supplies directly to 16th MEDLOG Battalion. 2ID units will draw Class VIII from Division Medical Supply Office (DMSO).

(3) 65th MED BDE units will not accept Military Interdepartmental Purchase Requests (MIPR's) from non-divisional units for medical supplies. Procedures for establishing accounts with 16th MEDLOG Battalion are outlined in their Customer Assistance Manual. The 18th MEDCOM units will contact 16th MEDLOG Battalion, Medical Material Support Section, at DSN 765-8199.

(4) Units will establish a Class VIII account with 16th MEDLOG Battalion and procure all required Class VIII supplies to support CLS training.

## **Appendix G**

### **Professional Development in Eighth Army**

#### **G-1. General**

a. Leader-development programs address officers, warrant officers, NCOs, and civilians. Eighth Army LPD programs are designed and implemented at company and higher levels. OPD and NCODP programs are commanders programs that are built on a clearly stated commander's intent, are focused on easily understood objectives, are thoroughly planned, and have adequate resources for execution. Company First Sergeants and CSMs play key roles in helping develop effective NCODP programs for their units and supervising their execution. Our profession requires constant development, research, and personal evaluation. OPD and NCODP provide critical opportunities to guide and facilitate the development of effective leaders.

b. Profession of Arms and Military Ethics. The Army's Profession of Arms campaign is for Soldiers and leaders to refine their understanding of what it means to be professionals. Eighth Army incorporates this campaign within our Eighth Army LPDs in an effort to ensure our military profession will not fail in its call to duty. We, as members of the Profession of Arms, are distinguished from those of other professions by the obligations we undertake, risking life and well-being for the greater good. We must reenergize and instill in ourselves and in our subordinates a manner that adheres to the highest ethical standards for the enduring health of our future leaders in the Profession of Arms. Graduates of the Army Profession and Ethic Trainer (APET) course are well-versed in the most effective instructional methods and techniques for character development and skilled in the use of CAPE tools and instructional resources related to the Army Profession of Arms, Ethic and Culture. The Master Army Profession and Ethic Trainer (MAPET) enables units to instruct future APETs within their ranks.

#### **G-2. Goal and Objectives**

a. The goal of the LPDs is to increase and sustain leader combat readiness at the highest possible level, focusing 75 percent on tactical and 25 percent administrative development for tactical units.

b. Objectives of the LPDs are to—

(1) Develop and strengthen leadership skills and professional attributes in every commander, staffs, and leadership within the unit.

(2) Foster a unit environment that enhances continued leader development.

#### **G-3. Responsibilities**

a. ACS G3 and Chief, G37 will—

(1) Provide Eighth Army level policy for the Eighth Army LPD Program (OPDs and NCODPs).

(2) Coordinate and resource new initiatives that enhances the Eighth Army LPD program.

b. The Eighth Army G3 SGM with guidance from the Eighth Army CSM will—

(1) Advise the Eighth Army G37 SGM and the Chief, Eighth Army G37 on all matters related to NCODP.

(2) Validate and assess the implementation of NCODPs in Eighth Army.

c. MSCs will provide necessary support to promote effective LPDs in all units and activities. Request assistance through Eighth Army G37 as required.

d. Commanders of battalions, separate companies, and equivalent organizations will—

(1) Be responsible to develop and implement an effective LPD.

(2) Ensure the program supports the unit mission and enhances development of officers and noncommissioned officers.

(3) Ensure that the program has stated objectives with measurable and reachable standards.

(4) Ensure time and other resources are provided for the conduct of the LPDs.

(5) Tailor directives for the unit's LPDs on doctrine, tactics, techniques, and procedures relating to battle focused training and mission essential task list (METL).

(6) Be responsive to the professional needs of the unit's officers and NCOs at each skill level.

e. Command Sergeants Major (CSM), First Sergeants, or Senior NCOs of battalions, separate companies, or equivalent organizations will—

(1) Advise the commander on all aspects of the NCODP.

(2) Implement the commander's directives and guidance on the unit's NCODP.

(3) Be responsible for content, pertinence, and implementation of the unit's NCODP.

(4) Assess the NCODP utilizing the program goal and objectives stated in this policy.

(5) Provide feedback to the unit commander concerning the NCODP effectiveness as part of the training evaluation process.

(6) Ensure NCODP classes are focused on warfighting at skill levels 1 through 3.

## **Appendix H Master Driver Program**

### **H-1. References**

- a. AR 600-55, The Army Driver and Operator Standardization Program, dated 18 June 2007.
- b. Eighth Army Supplement 1 to AR 600-55, The Army Driver and Operator Standardization Program, dated 13 September 1994.
- c. AK REG 350-4, Eighth US Army Tactical Vehicle Movements in the Korean Theater of Operations, dated 23 May 2008.

### **H-2. General**

- a. The Master Driver Training Course is designed to produce skilled noncommissioned officers to fill the role of unit Master Drivers at each echelon of the Eighth Army command structure. The program will increase the knowledge of selected noncommissioned officers in the following areas: safety, PMCS/maintenance, licensing/certification, training and driving/operator standards. Training focuses on conducting driving operations under day, night, and inclement weather conditions. Once certified, graduates of the Master Driver Course will fill the role of unit Master Drivers.
- b. The Eighth Army Master Driver Program will be conducted through centralized planning and decentralized execution, thus Eighth Army MSC level commands will operate Master Driver Courses that are conducted within the limits of Eighth Army guidance.
- c. MSCs that do not have the resources to operate their own Master Driver Courses will coordinate with other MSC headquarters that have programs for course availability. Master Drivers will complete a Master Driver Course prior to assuming the role of unit Master Driver.
- d. Unit Master Driver Programs are subject to inspections, to include SAV and CIP.

### **H-3. Master Driver Concept**

Master Drivers at the battalion and brigade level are the primary certifying officials of drivers/operators. Master Drivers develop, coordinate, and execute unit drivers/operators training in accordance with the guidance received by their respective commanders and regulations. Master Drivers will teach driver/operator training in accordance with AR 600-55, Eighth Army Supplement 1 to AR 600-55 and AK 350-4. In addition, Master Drivers will provide assistance to commanders in the development of METL based training.

### **H-4. Program of Instruction (POI)**

- a. Eighth Army Master Driver Courses will include the following blocks of instruction in their Master Driver Course POI -
  - (1) Overview of course and applicable regulations/publications.
  - (2) Driver selection and unit commander interview process.
  - (3) Military licensing (to include POV, NTV, and tactical vehicles)/required forms.

- (4) U.S. Installation and Host Nation traffic laws and road signs.
- (5) Road test procedures.
- (6) Driver testing station procedures/Driving range as set up by local command.
- (7) Safety regulations.
- (8) Vehicle commander certification.
- (9) Convoy commander certification.
- (10) Roadside inspection program.
- (11) Vehicle recovery/Self-recovery methods.
- (12) Troop transport.
- (13) Off-Road operations.
- (14) Establishment of unit driver training programs.
- (15) Night vision device training (blackout, Night Vision Device (NVDs), etc.).
- (16) HAZMAT procedures/Ammo handling/Environmental considerations.
- (17) Seasonal driver training.
- (18) Risk Management/Safe driving practice/Accident avoidance/Rollover training.
- (19) PMCS/Properly complete PMCS Worksheet/Dispatch procedures.
- (20) Convoy Operations, including night operations.
- (21) Response to emergency situations (i.e. Vehicle accident)/reporting procedures.
- (22) Driver Award program.
- (23) Written Examination.

b. MSCs are encouraged to use videos and other training enablers available at local safety offices and TSAK to maximize the effectiveness of training.

<http://8tharmy.korea.army.mil/safety/motorvehicles/drivekorea.htm>

c. Master Driver Training Programs will generally be conducted over a five (5) day, 40 hour period. Commanders are authorized to lengthen or shorten the number of training days that it takes to instruct the course, but all curriculum outlined in this chapter will be instructed.

d. Master Driver Courses must prepare graduates to confidently and competently instruct driver/operator training, convoy commander certification, and vehicle commander certification. Master Drivers at the battalion and higher levels must be trained to conduct inspections (SAV or



CIP) of subordinate units. Furthermore, the Master Driver Course must prepare unit Master Drivers to fulfill the numerous other responsibilities associated with being a unit Master Driver.

e. The Master Driver Course is primarily focused on tactical vehicle operations, but will include blocks of instruction on POV and NTV licensing procedures (IAW POI line 3). Master Drivers must possess the subject matter expertise to ensure unit compliance in all matters in the area of driving.

f. Soldiers that complete a Master Driver Course will receive a certificate of training signed by an O-5 (LTC) or higher. The signing officer is responsible for ensuring that the Course was conducted IAW this regulation. Certificates of training must be kept on file with the Soldier's command.

#### **H-5. Master Driver Selection**

a. Master Drivers will be selected IAW AR 600-55, Chapter 4, Paragraph 2. The criteria outlined in AR 600-55 will be used to select instructors for the Master Driver Course as well as unit Master Drivers. Selecting the best noncommissioned officers available is essential for establishing quality programs.

b. Commanders will develop and implement a sustainment training program annually for any driver with a valid OF 346. Master Driver Sustainment training lets Master Drivers stay current with the latest developments and safety requirements. AR 600-55 Appendix F explains this in more detail.

c. As stated in AR 600-55, one of the prerequisites for any driver/operator instructor possessing a license for the vehicle or equipment on which he or she will train or test.

d. KATUSA noncommissioned officers are not authorized to be unit Master Drivers.

e. The requirements are military rank Must be E-4 and ABOVE (no exceptions). See <https://www.redriver.army.mil/rrpages/MRAPUniversity.htm> for other details about course description.

#### **H-6. Appointment Orders**

Commanders are responsible for ensuring unit Master Driver candidates meet the prerequisites prior to appointing them to the position. Masters Drivers must –

a. Be appointed by orders to the position of unit Master Driver, both primary and alternate.

b. Have orders that specifically allow them to train and/or test drivers/operators, convoy commanders, and vehicle commanders. Appointment orders must specifically state what certification/testing is permitted for the Master Driver (for example, the appointment orders for Company Master Drivers should not allow them to conduct operator testing because that is a battalion or higher level task).

#### **H-7. Manning Requirements**

Eighth Army's goal is for units to have a Master Driver at the battalion, brigade, and division level. MSCs may direct Master Drivers be placed at the company level based on unit mission statement and METL. MSCs may add to the prerequisites for becoming a Master Driver, but not reduce them.

a. MSCs that direct companies to have Master Drivers will ensure that they are in the rank of SGT or above. Company level Master Drivers are not authorized to license drivers/operators IAW AR 600-55, Chapter 1, and Paragraph 4.

b. Battalion through Division Master Drivers will be in the rank of SFC or above. MSCs are authorized to downgrade this requirement to SSG if manning shortfalls prevent units from achieving this standard. MSCs will establish procedures to have at least an O-6 (COL) or higher sign the subordinate command's written request.

#### **H-8. Safety**

Master Driver Courses instructed by MSCs must place emphasis on safe driving in Korea. Eighth Army's goal is to prevent vehicle and other types of accidents through a composite risk management processes that aggressively identifies hazards and establishes procedures to mitigate risks. Critical to preventing future vehicle accidents is applying lessons learned from past experiences and properly training vehicle operators. The importance of safety must be stressed during all portions of the Master Driver Course and while operating vehicles. MSCs are encouraged to further train Master Drivers in the area of safety by having them attend and/or complete local installation safety courses and the additional duty safety officer course, available online through the U.S. Army Combat Readiness Center at Ft. Rucker, AL.

<https://crc.army.mil/home/>

## **Appendix I**

### **Comprehensive Soldier Fitness and Resiliency Training**

#### **Point of Entry: The Global Assessment Tool (GAT) and the Soldier Fitness Tracker (SFT)**

##### **I-1. Overview**

The GAT is a 105-question survey that is administered electronically to all Soldiers in the Army on an annual basis. Chris Peterson, Ph.D. and Nansook Park, Ph.D. at the University of Michigan and COL Carl Castro, Ph.D. from the Army Medical Department's Medical Research and Materiel Command (AMEDD MRMC) developed the GAT as a self-awareness tool for Soldiers. The GAT provides Soldiers with a snapshot of their psychological health along four dimensions – social, emotional, spiritual, and family fitness. Soldiers completed the GAT over 900,000 times in Fiscal Year 2010, a rate of one GAT completion every 35 seconds for an entire year. Because GAT data is linked to other data sources, the Soldier Fitness Tracker (SFT) – the informational technology platform and database developed by CSF – tracks over 600 million cells of data. This number will more than double every year due to Soldiers retaking the GAT, new Soldiers completing the GAT for the first time, and integration of additional data sources into the SFT architecture.

##### **I-2. Confidentiality and Data Security**

a. One of the most important features of the GAT is the level of confidentiality of the scores and associated data. Only the Soldier who completes the survey can see their GAT score. Since inception, the GAT was never intended to be used as a selection or screening tool. The outer instruction page of the GAT clearly states “The GAT will NOT be used as a selection tool for promotion or educational opportunities.”

b. The CSF's information technology division takes data security very seriously. Policies and procedures approved by the Director of CSF and IAW AR 25-2 (Information Assurance) are in place to ensure that data is properly secured and that confidentiality is always maintained.

##### **I-3. Content of the GAT**

Approximately 90% of the questions included on the GAT were taken or adapted from validated measures of psychological constructs previously published in peer-reviewed scientific journals; the remaining 10% of the questions were authored by the GAT's developers. Most importantly, none of the questions on the GAT specifically address suicide or suicidal ideation. Soldiers are not asked questions typically related to suicide, such as if they intend to suicide, intend to harm self or others, etc. Rather, they are asked questions about the following:

- a. Strength of their familial relationships.
- b. Perception of family support for serving in the Army.
- c. Perception of how well the Army provides for their family.
- d. Trust in their unit, leadership, and fellow Soldiers.
- e. Strength of their friendships.
- f. An inventory of personal strengths.
- g. Personal spirituality (not religion).

- h. Personal optimism.
- i. Work engagement.
- j. Depression.
- k. Catastrophic thinking.
- l. Positive and negative coping strategies and behaviors.
- m. Positive and negative affectivity (positive and negative emotions).

#### **I-4. GAT Feedback**

Soldiers receive feedback via the SFT once they complete the GAT. Specifically, they receive the following in a tabbed format:

a. *GAT Score*: The SFT provides scores that are depicted graphically with bar charts; one bar for each of the four dimensions (social, emotional, spiritual, and family fitness). Colors are assigned to each bar based on how well the Soldier scored determined by comparing the Soldier's dimensional mean score to all other GAT taker's dimensional mean score of all other GAT takers (i.e. a normative assessment). The bar is colored green if the Soldier's score falls above the 50% range; amber if it falls in the 26%-50% range; and red if it falls in the 1%-25% range.

b. *Broad Narrative*: The SFT provides Soldiers with a broad narrative that explains the color coding scheme for the bar charts. It describes how everyone has certain strengths and weaknesses, and makes general recommendations about how to interpret the feedback. A hyperlink and phone number is provided at the bottom of the feedback for anyone needing to speak to a counselor.

c. *Tailored Narrative*: The SFT provides Soldiers with a tailored narrative based on how they score on the GAT, with components broken into the social, emotional, spiritual, and family fitness dimensions. The narrative provides general advice on how to sustain and develop strengths while improving weaknesses and reminds Soldiers to keep the feedback in the proper perspective. In a similar fashion as the broad narrative, SFT provides all Soldiers who "score red" on any domain with a hyperlink and phone number should they need to speak with a counselor.

d. *Comparison Dashboard*: Finally, the SFT provides Soldiers with an opportunity to see how they compare to other Soldiers with similar demographics. They are allowed to compare their scores to others who match them by gender, component status, rank, marital status, civilian education level, age, MOS, and deployment history. Soldiers may only make a comparison if there are at least 500 other Soldiers in the comparison group; this was done for reliability of the comparison and to eliminate the possibility of the Soldier comparing themselves to very small populations. Feedback is depicted with two bar charts per dimension – one for the Soldier and one for the comparison group. Soldiers are also shown a percentage of how much higher or lower their scores are than the comparison group along each dimension. Soldiers are not currently able to cross-tabulate (e.g., gender x rank x MOS x age), however, we are considering developing this capability in the future.

#### **I-5. Quality of GAT Data**

Completing the GAT is an annual requirement for all Soldiers. Critics state that Soldiers are too busy, surveyed too often, or generally do not trust surveys. Despite these concerns, an independent analysis team (The University of Nebraska Team and Tech Report) found that

approximately 93% of Soldiers provide quality data when completing the GAT. Thus, the 15-30 minutes annually required to complete the GAT is providing quality feedback to the overwhelming majority of users, and allows the Army leadership, using de-identified data, to determine the effects of training and personnel policies on the force.

## **I-6. Training Strategy and Program Management**

a. Constructing a Master Resilience Training strategy and management plan is essential for successful implementation of unit resilience training. The training plan should be tailored to individual units but must include the three Master Resilience Training core concepts. They are:

(1) Building Resilience - Prepare phase of MRT Training (Days 1-8) covering fundamental resilience skills.

(2) Sustaining Resilience - Sustain phase of MRT Training (Day 9) covering addressed deployment-cycle resilience skills.

(3) Enhancing Performance - Enhance phase of MRT Training (Day 10) addressing resilience and mental skills to improve performance.

b. Together these concepts serve as the foundation for unit resilience training. **Command support is critical for training success.** Certified MRTs are responsible for engaging their Command in all aspects of the planning and execution of unit resilience training. Army resilience training is directed by a series of mandates listed on the CSF milBook MRT Group site (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>). MRTs should familiarize themselves and their Command with these documents.

## **I-7. Understanding Army Training Management and Training Plan Development**

The MRT will be the primary planner/developer of the unit resilience training plan. They will need a solid understanding of Army training plan development and implementation. To develop this understanding and design a plan which best serves the intent and vision of the unit commander, the MRT is strongly encouraged to become familiar with the basic fundamentals of Army Training Management, found within FM 7-0, Training for Full Spectrum Operations (DEC 2008). Four basic fundamentals of Army Training to pay special attention to are:

### **a. Principles of Training.**

- (1) Commanders and other leaders are responsible for training.
- (2) NCOs train individuals, crews, and small teams.
- (3) Train as you will fight.
- (4) Train to standard.
- (5) Train to sustain.
- (6) Conduct multi-echelon and concurrent training.
- (7) Train to develop agile leaders and organizations.

### **b. METL Development.**

(1) Down to the Company Level.

(2) MRTs must ensure their plan supports the unit METL where able.

c. Training Management Model.

(1) Plan.

(2) Prepare.

(3) Execute.

(4) Assess.

d. Commanders Dialogue. Output = Commander's Training Guidance.

**I-8. Implementing Unit Resilience Training – The First 30 Days**

After Soldiers complete the MRT course and return to their units, they should begin implementing a resilience training plan. Below is an example of a roadmap for the first 30 days.

**a. Brief Battalion Command Team on CSF and Develop a Draft Unit Resilience Training Plan.**

(1) Brief Battalion Command Team and key staff on CSF and the MRT Program. Recommended materials for this meeting include the CSF overview brief and the MRT roles and responsibilities brief.

(2) Receive your Commander's initial Intent, Vision and Guidance at this Command briefing.

(3) Work with your unit S3 section to identify major training events and deployments in order to assist you in the development of your training plan.

(4) Work with your S3 section to de-conflict scheduled unit events and map out your one year draft resilience training plan.

(5) Develop an order of merit list for Soldiers in your unit who may be candidates for Resilience Trainer Assistant (RTA) training. This list should be developed in conjunction with Company Command teams and should target one RTA candidate per platoon.

**b. Brief Battalion Command Team on draft MRT Training Plan.**

(1) Present drafted Resilience Training plan to Command and receive Commander's revised Intent, Vision and Guidance. At this briefing, present a draft resilience training matrix that represents a one year training plan (see example of monthly training plan on Figure I-1).

Timeframe	Action	Coordination
Week 1	1.Draft Training Plan 2.Build RTA OML	S3, Co CMD Teams BDE/DIV/MRT (if avail)
End of Week 1	1.Brief CSF/MRT Concept 2.Brief Draft MRT Plan 3.Brief RTA OML	BN CMD Team Select Staff (S3, etc)
Week 2	1.Refine/Finalize MRT Plan	S3, S4, CMD Teams
End of Week 2	1.Publish MRT Plan 2.Add to BN Training Calendar	S3 (Per Unit SOP)
Week 3	1.Execute RTA Training Course	Selected RTA's, Others as directed by CDR
Week 4	1.Execute MRT Plan	All Units

**Figure I-1. Sample Training Plan Timeline**

(2) Ensure appropriate planning for deployment cycle resilience training based on unit rotation schedules. Best practices are as follows:

- (3) Pre-Deployment Training 60 to 90 days before deployment.
- (4) Reintegration Resilience Training within first week of return.
- (5) Post-Deployment Resilience Training 3 to 6 months after return.
- (6) Pre-Deployment Resilience Training for Spouses/Couples 30 to 90 days before deployment.
- (7) Post-Deployment Resilience Training for Spouses/Couples within 1 to 3 months after return.
- (8) Present an order of merit list of RTAs to Commander for review, revision and approval.
- (9) Determine Commander's intent for utilization of RTAs. Determine whether the Command team supports an RTA conducting independent training or if RTAs only support MRT led instruction.

**c. Refine and finalize Unit Resilience Training Plan.**

- (1) Apply Commander's revised Guidance, Vision and Intent to the training plan.
- (2) Brief Company Command Teams and Unit Staff (especially the S3 section) on Command approved training plan.

(3) Work with unit S3 section and S4 to identify space on the training calendar and logistical requirements necessary to implement training. This includes training locations and production of any electronic or hard copy materials needed for training.

(4) Ensure the MRT training plan is published on the Battalion Training Calendar.

(5) Work with the S3 section to ensure the plan is formally distributed to the unit - per unit Standard Operating Procedure (SOP).

(6) If available, utilize Army Community Service (ACS) trained MRTs to deliver Spouse/Couple deployment cycle resilience training. MRTs should support ACS in delivering this training.

(7) Identify your local behavioral health resources so that you are prepared to refer individuals who may need more help than resilience training can provide.

**d. Train and Employ Resilience Trainer Assistants.**

(1) Review RTA section below for detailed RTA training guidance.

(2) Secure a location site and prepare all materials necessary to conduct RTA training.

(3) RTA training classes should not exceed 12 students.

(4) Execute RTA Training Course using the MRT materials provided on the MRT disc. Units with more than one MRT are encouraged to support each other for RTA training.

(5) Evaluate RTA performance during the training and when RTAs provide unit resilience training. MRTs should mentor and develop RTAs throughout the year as needed.

**e. Execute MRT Training Plan.**

(1) Work with the S3 section throughout the year to ensure training dates do not change if possible. Brief Command of any modifications to training or the training plan.

(2) Keep a training record log file that includes the number of Soldiers trained and the materials that they have been trained on. Provide copies of this information to the unit S3 section.

(3) Provide periodic updates on training status to Command, to include the training log information.

(4) Check CSF MRT milBook group page website (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) for the most recent version of prepared phase training materials and the sustainment website ([www.resilience.army.mil](http://www.resilience.army.mil)) for the most recent version of deployment cycle and professional military education training materials.

(5) Check the milBook group page (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) for general MRT information updates and recommendations for resilience training implementation.

(6) Keep in touch with other MRTs on a regular basis.



## **I-9. Resilience Trainer Assistants**

a. Selecting RTA Candidates: RTA candidates need to meet the same standards of selection as those used for MRTs. These include holding the rank of E-5 or above, and ideally, they must be in a leadership position. Selectees must be in good standing and demonstrate personal and emotional commitment to resilience training. Additionally, they should have an interest in, and ability to moderate and lead small group instruction. Combat experience is preferred. Some type of civilian/military college education is encouraged. Current or prior experience in trainer-type positions is also preferred. Furthermore, they should have at least one year remaining on station after completing RTA training. All Soldiers considered for RTA training must be approved by the unit Command.

b. Training RTAs: RTAs will be trained by the units' 8R certified MRT using the materials provided on the MRT trainer course disc. The most recent version of MRT training material can be downloaded through the CSF MRT milBook group page website (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) and sustainment material for MRTs is available at [www.resilience.army.mil](http://www.resilience.army.mil). RTA training will consist of the 25 hour block of MRT core competencies along with an additional 8 hour block of deployment cycle and performance enhancement training. CSF strongly recommends that the 25 hour block of instruction be taught over a 3-5 day period. The 8 hour block of instruction does not have to be done in conjunction with the 25 hour block of instruction. RTA training should be delivered in small groups with no more than 10-12 students per training class. Soldiers who complete RTA training will receive a CSF approved Certificate of Completion.

## **I-10. Master Resilience Training -- Best Practices**

MRTs should consider the following best practices when planning, scheduling and delivering MRT training.

a. Command emphasis is essential. Ensure that the unit Command supports the training plan including *Sustain* and *Enhance* phase training.

b. Ensure that Resilience Training is synchronized on the Battalion and Company training calendars.

c. Classes should be conducted at the platoon (or smaller) level. Consider using RTAs for small group instruction only if the RTA has a strong grasp of the material and the Command approves.

d. Resilience Training is most effective when it is regularly paced. CSF recommends that at least 2 hours of resilience training be taught to Soldiers each month.

e. Only recommend top NCOs to attend RTA training.

f. When teaching *PREPARE* phase material, the MRTs should:

(1) Introduce one of the 12 skills to the group.

(2) Have the group practice the skill using the exercises provided.

(3) Debrief the skill and engage the group in discussion of that skill.

g. When teaching *SUSTAIN* phase material, the MRTs should:

- (1) Ensure training is appropriately timed to deployment schedules.
- (2) Ensure the material is presented in an interactive format.
- (3) Encourage the participation of Soldiers who have deployed before.
- (4) Have the group practice the skill using the exercises provided.
- (5) Debrief the skill and engage the group in discussion of that skill.

h. *ENHANCE* phase training should be scheduled prior to performance based training events such as APFT, ranges etc.

(1) Training should be coordinated with local Comprehensive Soldier Fitness – Performance Enhancement Program (CSF-PREP) personnel if available.

(2) If CSF-PREP personnel are not on your installation, contact the main CSF-PREP office to arrange for a mobile team to provide training.

#### **I-11. Master Resilience Training - Concerning Practices**

A successful Resilience Training program teaches individuals to identify and leverage their own strengths and the strengths of others in order to improve performance and readiness, and overcome challenges. MRTs are *trainers*, not behavioral health providers. Therefore MRTs should never be considered as a Command resource for behavioral health problems or psychological crisis management. Furthermore, Resilience Training should not be rolled into, or included with suicide or other behavioral health treatment training. The MRT curriculum is based on many years of scientific research and training that has demonstrated effectiveness. Therefore, MRTs should not significantly alter the training materials or deviate from the provided training program. Additionally, MRTs are not qualified to produce “in-house” MRTs.

#### **I-12. Other Opportunities to deliver MRT Training to the Unit**

- a. One on One counseling - During Soldier counseling.
- b. Hip Pocket Training.
- c. Sergeant’s Time Training.

#### **I-13. Master Resilience Trainer Resources**

a. Comprehensive Soldier Fitness Web site (<http://www.army.mil/csf/>) – The GAT and online Comprehensive Resilience Modules (CRMs) can be accessed through the CSF website.

b. MRT milBook Group page (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) – An online resource for MRTs to access and download the latest training modules, implementation strategies, reach back capability to CSF from MRTs, lessons learned, CSF and MRT overview briefs.

c. Institutional and Deployment Resilience Training Materials (<https://www.resilience.army.mil/>) – Presentations, lesson plans and training support packages for deployment cycle training and institutional training are available at this site.

d. Additional readings and outside resources:

- (1) VIA web address (<http://www.authenticchappiness.sas.upenn.edu>).
- (2) *The Resilience Factor*. Karen Reivich and Andrew Shatte, 2002.
- (3) *Character Strengths and Virtues: A Handbook and Classification*. Christopher Peterson and Martin E. P. Seligman, 2004.
- (4) *A Primer in Positive Psychology*. Christopher Peterson, 2006.
- (5) *The Marriage Clinic: A Scientifically Based Marital Therapy*. John Gottman, 1999.
- (6) *10 Lessons to Transform your Marriage*. J. W. Gottman & J. S. Gottman, 2007.

45th Sustainment Brigade Master Resilience Training Site (Requires CAC logon to intranet site)  
<http://portal.usarpac.army.mil:35000/8thtsc/units/45thSUS/specialstaff/mrt/Pages/default.aspx>

The screenshot displays the USARPAC Theater Portal interface. On the left is a navigation menu with links like Documents, Announcements, Links, Calendar, Site Managers, and a Recycle Bin. Below this is the DCO (Defense Connect Online) logo. The main content area features a large circular seal for the Comprehensive Soldier Fitness program, which includes Physical, Family, Social, Spiritual, and Emotional dimensions. To the right of the seal, a welcome message states that the OML for the Philadelphia MRT Course is being built and provides information about the next mandatory 45th SB Master Resiliency Leader (MRL) Course scheduled for 14 to 16 September 2010. Below the welcome message, there are four tables listing training resources:

MRT Videos		
Type	Name	Modified
Video	Team Hoyt - News Story	4/6/2010 3:53 PM
Video	Team Hoyt - I can only imagine	4/6/2010 3:53 PM
Video	Susan Boyle - 1st Audition	4/6/2010 3:53 PM
Video	Paul Potts - 1st Audition	4/6/2010 3:53 PM
Video	Lending Tree - Debt up to my eyeballs	4/6/2010 3:52 PM
Video	Cingular - Next Day Call	4/6/2010 3:52 PM
Video	Cingular - Only man in your world	4/6/2010 3:52 PM

Course Material		
Type	Name	Modified
PPT	1-Penn Resilience Training Soldier Module One PPT	4/6/2010 3:48 PM
PPT	2-Penn Resilience Training Soldier Module Two PPT	4/6/2010 3:48 PM
PPT	3-Penn Resilience Training Soldier Module Three PPT	4/6/2010 3:48 PM
PPT	4-Penn Resilience Training Soldier Module Four PPT	4/6/2010 3:48 PM
PPT	5-Penn Resilience Training Soldier Closing PPT	4/6/2010 3:49 PM
PPT	6-Penn Resilience Training Strengths in Challenges Case Study PPT	4/6/2010 3:49 PM
PPT	Penn Resilience Training Strengths Cards Template	4/6/2010 3:49 PM

Supporting Documents		
Type	Name	Modified
PDF	MRT Trip Report	4/6/2010 3:57 PM
PDF	csf_logo_small	4/6/2010 3:57 PM
PDF	Master Resiliency Leader - AAR	4/6/2010 3:57 PM
PDF	MRT Certificate Template	4/6/2010 3:57 PM
PDF	csf_logo_big	4/6/2010 3:57 PM
PDF	Class Introduction Brief	4/6/2010 3:57 PM

MRT OPORDS		
Type	Name	Modified
PDF	OPORD 016-10, Base (45 SB MRT Program)	4/6/2010 4:10 PM
PDF	OPORD 016-10, Annex C, Appendix 1 (MRT Brief)	4/6/2010 4:10 PM

Figure I-2. Example of Implemented Unit Resilience Program

		1ST QTR			2ND QTR			3RD QTR			4TH QTR		
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
A Co	1 PLT	BDE/BN/ CO CMD TM & STAFF ORIENTATION RTA TRAINING COURSE (1x Week)	MOD1		RTA Prep	MOD2		MOD3			MOD4		
	2 PLT												
	3 PLT												
B Co	1 PLT		RTA Prep	MOD1		RTA Prep	MOD2	RTA Prep	MOD3		RTA Prep	MOD4	
	2 PLT												
	3 PLT												
C Co	1 PLT			RTA Prep	MOD1		RTA Prep	MOD2			RTA Prep	MOD4	
	2 PLT												
	3 PLT												
D Co	1 PLT			RTA Prep	MOD1		RTA Prep	MOD2				RTA Prep	MOD4
	2 PLT												
	3 PLT												
	4 PLT												
HHC	1 PLT			RTA Prep	MOD1		RTA Prep	MOD2				RTA Prep	MOD4
	2 PLT												
	3 PLT												
	BN STAFF												
Training Emphasis		MOD1: Resilience			MOD2: Mental Toughness			MOD3: Character Strengths			MOD4: Strong Relationships		
TOTAL Curriculum		2 Hours			14 Hours (Elective)**			4 Hours (Elective)**			4 Hours (Elective)**		

\* Sample matrix organization based on Light Infantry Battalion

\*\* HQDA mandates (DRAFT) minimum of 2 hours Resilience Training/ Qtr

**NOTE:**

Enhancement Training is event driven (APFT, LFX, Ranges, etc)

Sustainment Training is Pre- and Post- Deployment driven

**Figure I-3. Sample Annual Training Plan for Light Infantry Battalion**

## I-14. Institutional Resilience Training

### a. Officer/Warrant Officer Personnel.

(1) **Resilience Training for Reserve Officer Training Corps (ROTC).** Introduces fundamental resilience and performance skills during Reserve Officer Training Corps (ROTC) core curriculum training.

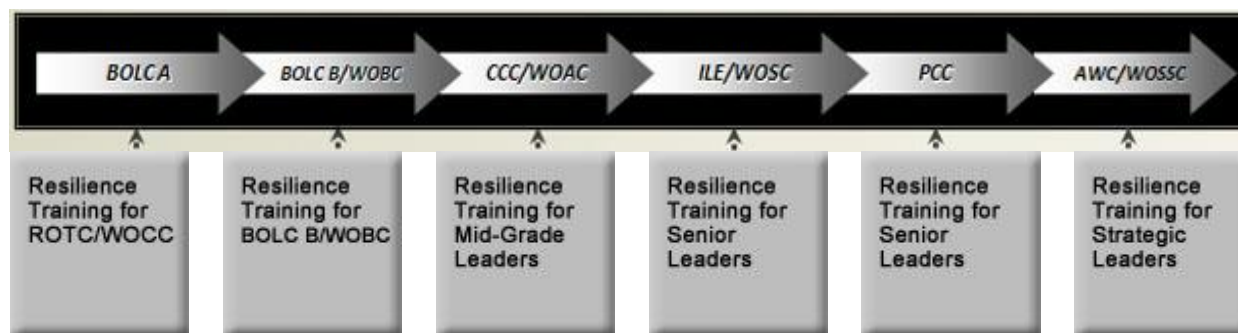
(2) **Resilience Training for Basic Officer Leaders Course (BOLC B).** This series of modules introduces resilient skills (7 thinking skills, character strengths, active constructive responding, effective communication and optimism) (10 Hours).

(3) **Resilience Training for Mid-Grade Leaders For: SLC, CCC, WOAC.** Resilience for Mid-Grade Leaders trains leader skills for mitigating the impact of operations on unit resilience; identifies how resilient skills can be adapted for operations (2 hours).

(4) **Resilience Training for Senior Leaders For: ILE, WOSC.** Resilience Training for Senior Leaders addresses strategies for building resilient organizations and reducing stigma; reviews research on behavioral health and operations (1.5 hours).

(5) **Resilience Training for Pre-Command (PCC).** Resilience Training for Pre-Command prepares senior leaders to develop resilience in subordinate leaders during operations (1 hour).

(6) **Resilience Training for Strategic Leaders (AWC, WOSSC).** Resilience Training for Strategic Leaders reviews CSF and resilience training programs (1 hour).



**Figure I-4. Institutional Resilience Training**

b. Enlisted/Noncommissioned Officer Personnel.

(1) **Resilience Training for Basic Combat Training (Red Phase).** Resilience Training for Basic Combat Training (Red Phase) introduces fundamental resilience skills to “check and adjust” individual and “battle-buddy” responses to stressful events during Basic Combat Training (2 hours).

(2) **Resilience Training for Warrior Leader Course (WLC).** This series of modules introduces resilient skills (7 thinking skills, character strengths, active constructive responding, effective communication and optimism) (3 Hours).

(3) **Resilience Training for Leaders (ALC).** Resilience Training for Leaders (ALC) trains leader principles and skills that enhance Soldier resilience in garrison and during operations (2 hours).

(4) **Resilience Training for Mid-Grade Leaders For Enlisted: SLC/For Officer: CCC, WOAC.** Resilience for Mid-Grade Leaders trains leader skills for mitigating the impact of operations on unit resilience; identifies how resilient skills can be adapted for operations (2 hours).

(5) **Resilience Training for Senior Leaders For: SMC.** Resilience Training for Senior Leaders addresses strategies for building resilient organizations and reducing stigma; reviews research on behavioral health and operations (2 hours).

(6) **Resilience Training for Pre-Command (PCC).** Resilience Training for Pre-Command prepares senior leaders to develop resilience in subordinate leaders during operations (1 hour).



**Figure I-5. Enlisted/NCO Resilience Training**



**SAMPLE Command Policy Letter – CSF Program**

DEPARTMENT OF THE ARMY  
HEADQUARTERS, XXX XXX BRIGADE  
FORT XXX, XX 12345-6789

REPLY TO  
ATTENTION OF:

XXXX-XXX

DATE

MEMORANDUM FOR all Soldiers Assigned/Attached to the XXX BDE

SUBJECT: Command Policy Memorandum #XX – Comprehensive Soldier Fitness Program

1. This policy is effective immediately and will remain in effect until rescinded or superseded.
2. References:
  - a. ALARACT: 097-2010, Comprehensive Soldier Fitness Execution Order
  - b. ALARACT: 192-2010, MOD 01 to Comprehensive Soldier Fitness Execution Order
  - c. ALARACT:097-2010, MOD2 to Comprehensive Soldier Fitness Execution Order (DRAFT)
  - d. Comprehensive Soldier Fitness: <http://www.army.mil/csf/>
  - e. Master Resilience Trainer Course: <http://www.army.mil/csf/mrt/upenn/index.html>
3. This memorandum applies to all XXX XXX Brigade personnel and family members.
4. Purpose: This policy letter addresses the administration of the Comprehensive Soldier Fitness program throughout the XXX XXX Brigade.
5. Responsibilities\*:
  - a. The XXX Brigade Commander: XXX Brigade Commander will establish a Comprehensive Soldier Fitness Program that applies to all members while assigned to or attached to the XXX XXX Brigade or one of its Subordinate Units.
  - b. Battalion Commanders: Battalion Commanders will understand and implement this policy. If Battalion Commanders wish to adjust said policy it will be published in writing and Brigade Commander will approve or disapprove the adjustment.
  - c. Company Commanders: Company Commanders will understand and implement this policy.

**SAMPLE Command Policy Letter – CSF Program**

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**Figure I-6. Sample Command Policy Letter - CSF Program**

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SUBJECT: Command Policy Memorandum # XX - Comprehensive Soldier Fitness Program

- d. XXX Brigade Comprehensive Soldier Fitness OIC/NCOIC: Will supervise, implement and direct the program amongst the brigade and serve as a subject matter expert for the Brigade Commander on all Comprehensive Soldier Fitness (CSF) matters.
- e. BN level Master Resilience Trainers (MRTs): Will supervise their respective BN programs ensuring that both the BN and its subordinate companies adhere to the guidance in this policy letter. BN MRTs will be responsible for administering the training of company-level Resilience Trainer Assistants (RTAs).

**\*G-3/S-3 is the recommended proponent for Comprehensive Soldier Fitness.**

6. General: The goal of this command is to provide Soldiers with the foremost opportunity to flourish in all 5 dimensions of strength (Physical, Emotional, Social, Spiritual, and Family) within the CSF program. Members will be given the skills and abilities to thrive and prosper in the dimensional strengths by the training instituted by the Master Resilience Trainers (MRTs) and Resilience Training Assistants (RTAs) within the Brigade's CSF program. These skills and techniques will cultivate Soldiers that are more productive, and have a greater resilience to stressful events on duty and in family life.

7. The Brigade will appoint both an OIC and an NCOIC of CSF that will be school trained at the 10 Day Master Resilience Trainer Course at one of the 3 approved institutions: University of Pennsylvania, Victory University, Fort Jackson or by CSF/ HQDA Mobile Training Team (MTT).

- a. These individuals will implement, direct, and oversee the Brigade CSF Program. The OIC and NCOIC ensure compliance with the policies established in this letter and provided from DAMO-CSF, DCS G-3/5/7, HQDA.
- b. They will be responsible for training the Brigade HHC in CSF programs as well as serving as the Brigade Commander's subject matter expert in the program.
- c. The OIC and NCOIC will establish a working relationship with the CSF Headquarters, DAMO-CSF, DCS G-3/5/7, HQDA and serve as the Brigade's link to the CSF Program, answering any questions that might arise.
- d. They will offer a minimum of 2 courses per year to the HHC Family Readiness Group (FRG).

8. Each Battalion will ensure they have one Master Resilience Trainer (MRT) who attended the 10 day Master Resiliency Trainer Course at one of the 3 approved institutions: University of Pennsylvania, Victory University, Fort Jackson or CSF/HQDA Mobile Training Team.

- a. Each company command team will identify at least one qualified NCO (E-5 and above) within the company to be trained as a Resilience Trainer Assistant (RTA). Names will be provided to the BN MRT, who will train them in the required 25 hour course allowing

**SAMPLE Command Policy Letter – CSF Program**

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**Figure I-6. Sample Command Policy Letter - CSF Program -Continued**

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SUBJECT: Command Policy Memorandum # XX - Comprehensive Soldier Fitness Program

them to become a company RTA. The BN MRT will forward this information to BDE MRT OIC/NCOIC for tracking and certification purposes.

- b. The BN MRT will serve as the BN Commander's subject matter expert for all issues regarding CSF and MRT.
  - c. The BN MRT will ensure that all elements of their BNs are complying with CSF policy and guidance. They will track training and report training numbers to the BDE CSF OIC as well as their S3 for compliance purposes. NOTE: Currently DTMS does not allow the input of MRT related training. BDE MRT OIC/NCOIC will be responsible for notifying BDE units when they may begin tracking MRT training in DTMS. It is the intent of HQDA that this tracking will be done by DTMS in the future.
  - d. The BN MRT will be responsible for offering classes to FRGs within the BN.
  - e. Each BN MRT will be between the ranks of SSG to MSG and will have both the ASI of 8R added to their ERB and will be stabilized for 2 years upon completion of the course.
  - f. BN MRTs will periodically observe RTAs training to ensure the compliance with CSF and MRT standards.
9. Company Level RTAs will be trained by their BN MRT in the 25 hour curriculum.
- a. RTAs must teach their first 2 classes with or under the supervision of an MRT before they may teach on their own.
  - b. Once certification is complete Company Level RTAs will be responsible for implementing training in their companies.
  - c. They will report their training plans to their BN MRT as well as the names of the individuals that completed said training.
  - d. They will serve as the Company Commanders subject matter expert on CSF and MRT.
  - e. They will assist fellow Soldiers in accessing and taking the Global Assessment Tool (GAT) (Mandatory Requirement) and Comprehensive Resilience Modules (Voluntary Requirement).
  - f. The BN CDR will determine the level of autonomy an RTA will have with regards to providing resilience training to their assigned company. While one BN CDR may allow an RTA to execute company training independently, another BN CDR may choose to have RTAs facilitate training under the supervision of the BN MRT.
10. All Soldiers will take the GAT at least once a year. The GAT can be accessed at <https://www.sft.army.mil/>. Compliance with this task will be tracked by BN MRTs. The results

**SAMPLE Command Policy Letter – CSF Program**

**Figure I-6. Sample Command Policy Letter - CSF Program -Continued**

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SUBJECT: Command Policy Memorandum # XX - Comprehensive Soldier Fitness Program

of the GAT are confidential and a Soldier cannot and will not be forced to show results to leadership.

11. All members of the Brigade will receive no less than 2 hours of quarterly training in CSF/MRT skills. This training will be conducted by either an MRT or RTA and may be devised into whatever means the trainer feels will get the maximum results from the individuals being trained.

- a. Training should be conducted in groups no larger than a platoon size element if applicable.
- b. Training will be input into the DTMS (on order). Until then, the BDE/BN MRT are required to track training compliance at the unit level.
- c. Units preparing for deployment must ensure that the MRT pre-deployment module is a part of Soldiers pre-deployment process.
- d. Unit MRT/RTAs must ensure that their Soldiers receive the initial 1 hour block of training upon returning from deployment and must complete within +/- 10 days of returning from theater. Unit MRT/RTAs also must ensure that their units receive the second block of post deployment training within 3 to 6 months of returning from theater.

12. All BN level and higher SGMs/CDRs will hold an NCODP/OPD for leadership at least once per year in which MRTs will discuss the topic/benefits of CSF as well as current and future implementation plans and goals of CSF within the organization.

13. Leaders will implement MRT and CSF skills into training, development, and operational tasks that are conducted during the normal duty day. For example, leaders can demonstrate how skills learned in CSF will assist in problem solving and dealings with subordinates in the counseling process.

14. All MRTs and RTAs must keep on file contact information for the following individuals/agencies in their area of operation:

- a. Chaplain
- b. Behavioral Health
- c. Army Center for Enhanced Performance

15. POC for this memorandum is XX.

NAME  
RANK, BRANCH  
Commanding

DISTRIBUTION:

**SAMPLE Command Policy Letter – CSF Program**

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**Figure I-6. Sample Command Policy Letter - CSF Program -Continued**

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### **I-15. Your Master Resilience Trainer**

More than ever before, current operational tempo necessitates a deliberate and determined effort by unit commanders to address the principle of Training to Sustain Core Individual and Collective Skills and Knowledge (which includes physical and mental fitness), as outlined in FM 7-0, Training for Full Spectrum Operations. With a design that specifically addresses this training principle, the Master Resilience Trainer Course (MRT-C) delivers the added benefit of addressing performance enhancement at the individual level. The end-product of this program is a valuable force multiplier and training tool, the unit Master Resilience Trainer (MRT). The unit MRT must complete 10 days (80 hours) of structured, resident-based Resilience Training at the MRT-C. Three core training concepts are addressed within the course; Building Resilience (Days 1-8), Sustaining Resilience (Day 9), and Enhancing Performance (Day 10). The course curriculum includes large and small group didactic and hands-on experiential based exercises and activities. The MRT has been given a sound understanding of resilience theory and fundamentals from subject matter experts in the resilience and positive psychology fields. Upon completion of the MRT-C, the unit MRT is equipped with skills necessary to provide blocks of instruction to small groups and instill resilience building within their organization. These skills can provide Commanders with the means to address and offset certain performance or behavioral shortcomings within the unit (biases, prevalent negativity, etc), while also injecting performance enhancement techniques (goal setting, energy management, etc.) into existing and planned unit training events such as weapons ranges, APFTs, Ruck Marches, and Field Training Exercises. Additionally, the MRT spends one full day of the MRT-C exploring how to sustain resilience through pre and post deployment training activities. Finally and perhaps most importantly, the MRT spends three days in the MRT-C practicing the delivery of these skills to others in a small group setting. It is in the delivery of these skills to others that the Commander can expect to see the greatest gain within the unit.

### **I-16. Master Resilience Trainer Skills Overview**

- a. **Activating Events, Thoughts and Consequences:** Identify thoughts about an activating event and the consequences of those thoughts.
- b. **Avoid Thinking Traps:** Identify and correct counterproductive patterns in thinking through the use of critical questions.
- c. **Detect Icebergs:** Identify deep beliefs and core values that fuel out-of-proportion emotions and evaluate the accuracy and usefulness of these beliefs.
- d. **Energy Management:** Enhance self-regulation to enable the ability to stay calm and focused during an adversity or challenge.
- e. **Problem Solving:** Accurately identify what causes problems and identify solution strategies.
- f. **Put It In Perspective:** Stop catastrophic thinking, reduce anxiety, and improve problem solving by identifying the worst, best, and most likely outcomes of a situation.
- g. **Real-time Resilience:** Shut down counterproductive thinking to enable greater concentration and focus on the task at hand.
- h. **Character Strengths:** Identify top character strengths and those of others and identify ways to use these strengths to increase effectiveness and strengthen relationships.

i. **Strengths in Challenges:** Identify the specific actions that flow from individuals' strengths in challenges and in successes.

j. **Assertive Communication:** Communicate clearly and with respect. Use the IDEAL model to communicate in a confident, clear and controlled manner.

k. **Active Constructive Responding and Praise:** Respond to others to build strong relationships and utilize praise to build mastery and winning streaks.

l. **Hunt the Good Stuff:** Hunt the good stuff to counter the negativity bias, to create positive emotion, and to notice and analyze what is good.

m. **Goal Setting:** Goals provide purpose, direction, motivation, commitment and clarity about desired outcomes. Properly applied, the goal setting process adds clarity and focus to what has typically been a challenging experience for many Soldiers, Family members and DA Civilians. By incorporating the process of Goal Setting with other Resilience skills, individuals develop life-long practices that will enable them to achieve goals and to perform at their best. Goals must be *Specific, Measurable, Attainable, Realistic, and Timed*.

(1) Experience from the academic field has shown that the delivery of resilience skills to others is most effective at the platoon (or equivalent) size or smaller. The Unit Commander must ensure that the MRT training plan includes this criterion for maximum effectiveness. It is paramount that the unit MRT not only coordinate with Battalion / Brigade Staff (or equivalent), but also with subordinate Company and Platoon level leadership to reach down to this level.

(2) Like property accountability or Soldier safety, unit resilience training is the Commander's responsibility. As such, MRTs are reminded that their implementation strategy is only complete once the vision, intent and guidance of the Unit Commander has been solicited and realized. Additionally, MRTs are encouraged to nest their implementation strategy with the unit's long, mid, and short range training calendars. This ensures maximum exposure across the unit's subordinate organizations and synchronization with the overarching unit training plan. MRTs are encouraged to work closely with subordinate leader teams at the company and platoon level to custom tailor their small-group training to the requirements of the leader and Soldier. The MRT toolkit is varied enough to meet the needs of every kind of unit, regardless of unique Mission Essential Task List (METL), consistency (uniformed, civilian, contract) or problem set.

(3) In the next section, the unit resilience training plan implementation strategy and program management is discussed with special emphasis placed on the MRTs actions within the first thirty days of returning to home station from the MRT-C. Given the relatively low density of trained MRTs across the Army at this time, the selection and implementation of Resilience Trainer Assistants (RTAs) as augmentees to the unit MRT is mentioned. The next section examines a number of best and worst implementation practices as seen from recently implemented unit resilience programs.

(4) Given the relative novelty to the MRT within the Army's organizational structure, new best implementation practices are being discovered every day. MRTs are leaving the MRT-C motivated with fresh perspectives and ideas on how to better serve and strengthen their units. Commanders are encouraged to allow their MRTs a certain amount of freedom and risk to explore new and creative ways of instilling resilience within the unit. Later in this guide, you will be introduced to examples of real-world unit resilience initiatives created by out-of-the-box thinking MRTs, and sustained through the enthusiastic support of the unit command. While not a product

of the MRT-C, these programs were inspired by its content. Commanders are encouraged to create their own initiatives to achieve the vision they strive for.

(5) Finally, it is imperative to note that a strong implementation plan will address the fact that the unit MRT is trained and prepared not only to build resilience within Soldier populations, but within Civilian and Family member populations as well. The potential for building resilience in these key demographics should not be overlooked. All individuals encounter adversity and therefore can stand to gain from the MRTs toolkit.

## **Glossary Abbreviations**

2ID	Second Infantry Division
19th ESC	19th Expeditionary Support Command
AAR	After Action Review
ABL	Ammunition Basic Load
ABCS	Army Battle Control Systems
ACS	Assistant Chief Of Staff
ACTF	Army Constructive Training Federation
ADSC	Additional Duty Safety Course
AIDS	Acquired Immune Deficiency Syndrome
AIP	Assignment Incentive Program
AK	Army in Korea
AKO	Army Knowledge Online
ALC	Advanced Leader Course
AMA	Ammunition for Miscellaneous Activities
AMT	Army Modernization Training
APFT	Army Physical Fitness Test
AR	Army Regulation
ARFOR	Army Forces
ARFORGEN	Army Force Generation
ARTEP	Army Training And Evaluation Program
ASCC	Army Service Component Commander
ASI	Additional Skill Identifier
AT	Anti-Terrorism
AT/FP	Anti-Terrorism/Force Protection
ATO	Anti-Terrorism Officer

BSNCOC	Battle Staff Noncommissioned Officer Course
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CATS	Combined Arms Training Strategy
CBRN	Chemical, Biological, Radiation, and Nuclear
CBS	Corps Battle Simulation
CFC	Combined Forces Command
CG	Commanding General
CI	Counterintelligence
CIP	Command Inspection Program
CLEP	Combined Long-Range Exercise Plan
CLS	Combat Lifesaver
CMF	Career Management Field
CMP	Collection Management Plan
CMT	Common Military Training
CONUS	Continental United States
CPX	Command Post Exercise
CRM	Composite Risk Management
CSC	Commander's Safety Course
CSS	Combat Service Support
CSSTSS	Combat Service Support Training Simulation System
CTE	Culminating Training Exercise
CTLT	Cadet Troop Leader Training
CTT	Common Task Training
DA	Department of the Army
DAC	Department of the Army Civilian

DCS	Deputy Chief of Staff
DLF	Distance Learning Facility
DOD	Department of Defense
DODAC	Department of Defense Accounting Code
DODIC	Department of Defense Identification Code
DSN	Defense Switched Network
DTMS	Digital Training Management System
EEC	Emergency Essential Civilian
EFMB	Expert Field Medical Badge
EIB	Expert Infantryman Badge
ELTPK	English Language Training Program (For KATUSAs)
ENDEX	End of Exercise
EST	Engagement Skills Trainer
ETS	Expiration Term of Service
FM	Field Manual
FSC	First Sergeant Course
FTX	Field Training Exercise
FY	Fiscal Year
HQDA	Headquarters Department of the Army
HRC	Human Resources Command
IAW	In Accordance With
IED	Improvise Explosive Device
IET	Initial Entry Training
JSA	Joint Security Area
JCS	Joint Chiefs of Staff
JMSEL	Joint Master Scenario

KATUSA	Korean Augmentation to the U.S. Army
KBSC	Korean Battle Simulation Center
KTA	KATUSA Training Academy
KTO	Korean Theater of Operations
LPD	Leader Professional Development
LPP	Land Partnership Program
MACOM	Major Command
MC	Mission Control
MEC	Mission Essential Civilian
MEL	Master Events List
MEDCOM	Medical Command
METL	Mission Essential Task List
MILES	Multiple Integrated Laser Engagement System
MMRB	Military Medical Review Board
MND	Ministry of Defense (ROK)
MOPP	Mission Oriented Protective Posture
MOS	Military Occupational Specialty
MOSIT	MOS Improvement Training
MRAP	Mine Resistant Armor Protected
MSC(s)	Major Subordinate Command(s)
MTOE	Modified Table of Organizations and Equipment
MTSA	Military Training Specific Allotment
MTT	Mobile Training Teams
NCO	Noncommissioned Officer
NCOES	Noncommissioned Officer Education System
NCOA	Noncommissioned Officer Academy



NCOPD	Noncommissioned Officer Professional Development
NEF	New Equipment Fielding
NET	New Equipment Training
NM	NET Manager
OML	Order of Merit List
OPD	Officer Professional Development
OPFOR	Opposing Forces
OPLAN	Operations Plan
OPTEMPO	Operating Tempo
PMCS	Preventive Maintenance and Check Services
POC	Point Of Contact
POI	Program of Instructions
PR	Personnel Recovery
PRO	Personnel Recovery Officer
PRT	Physical Readiness Training
PVET	Pacific Victor Evaluation Team
RC/TS	Range Control/Training Support
RDP	Range Development Program
RFMSS	Range Facility Management Support System
ROK	Republic Of Korea
ROKA	Republic Of Korea Army
ROTC	Reserve Officer Training Corps
RSG	ROKA Support Group
RSOI	Reception, Staging, Onward Movement, and Integration
SAV	Staff Assisted Visit
SERE	Survival, Evasion, Resistance, and Escape

SHARP	Sexual Harassment and Assault Response and Prevention
SLC	Senior Leader Course
SOP	Standing Operating Procedure
SQI	Skill Qualification Identifier
STARTEX	Start of Exercise
STP	Soldier Training Publication
STRAC	Standards in Training Commission
STT	Sergeant's Training Time
STX	Situational Training Exercise
TADSS	Training Aids, Devices, Simulators, and Simulations
TAMIS-R	Training Ammunition Management Information System-Redesigned
TAPER	Training Ammunition Projected Expenditure Report
TDY	Temporary Duty
TEWT	Training Exercise without Troops
TLDB	Training and Leader Development Backbrief
TM	Technical Manual
TRADOC	Training and Doctrine Command
TRAINCON	Training Conference
TSAK	Training Support Activity Korea
TSC	Training Support Center
TSV	Through Site Video
UCOFT	Unit Conduct of Fire Trainer
ULO	Unified Land Operations
UN	United Nations
USACS	United States Army Combatives School
USAIC	United States Army Infantry Center

USFK	United States Forces Korea
VTC	Video Teleconference
WLC	Warrior Leader Course